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Proposed programme budget for the biennium 2014-2015*

Part II
Political affairs

Section 5
Peacekeeping operations

(Programme 4 of the biennial programme plan for the period 2014-2015)**

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* A summary of the approved programme budget will be issued as A/68/6/Add.1.
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*** The present report does not contain an annex on follow-up action taken to implement relevant recommendations of the oversight bodies, as no such recommendations are outstanding.

Overview

Table 5.1 **Financial resources**

(United States dollars)

Approved resources for 2012-2013[a]	112 403 600
Technical adjustments (delayed impact and removal of non-recurrent requirements)	(1 358 900)
Changes in line with General Assembly resolution 67/248	(3 175 000)
Changes reflected in the Secretary-General's report on the budget outline for 2014-2015[b]	(53 600)
Total resource change	(4 587 500)
Proposal of the Secretary-General for 2014-2015[a]	107 816 100

[a] At 2012-2013 revised rates.
[b] A/67/529 and Corr.1.

Table 5.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2012-2013	400	2 USG, 5 ASG, 6 D-2, 7 D-1, 8 P-5, 6 P-4, 7 P-3, 9 P-2/1, 20 GS (OL), 210 LL, 119 FS, 1 NPO
New	1	1 P-5 under UNTSO
Reclassification	2	1 FS to LL and 1 FS to NPO under United Nations Truce Supervision Organization
Abolishment	(21)	1 P-3 under subprogramme 1
		1 GS (OL) under subprogramme 5
		9 FS and 8 LL under United Nations Truce Supervision Organization
		1 FS and 1 LL under United Nations Military Observer Group in India and Pakistan
Proposed for the biennium 2014-2015	380	2 USG, 5 ASG, 6 D-2, 7 D-1, 9 P-5, 6 P-4, 6 P-3, 9 P-2/1, 19 GS (OL), 202 LL, 107 FS, 2 NPO

Overall orientation

5.1 The overall purpose of the programme is to support the maintenance of peace and security through the deployment of peacekeeping operations in accordance with and by authority derived from the principles and purposes of the Charter of the United Nations. The mandates of the programme are provided in relevant resolutions of the Security Council and the General Assembly.

5.2 The programme comprises the Department of Peacekeeping Operations and the Department of Field Support. The Department of Peacekeeping Operations closely coordinates four interdependent and complementary subprogrammes (operations, military, rule of law and security institutions, and policy, evaluation and training) and integrates cross-cutting responsibilities in support of peacekeeping operations and special political missions under its direction. The

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); FS, Field Service; LL, Local level; NPO, National Professional Officer; RB, regular budget; SA, support account for peacekeeping operations; USG, Under-Secretary-General; XB, extrabudgetary.

Department of Field Support coordinates two subprogrammes for the provision of administrative and logistics support services (field administrative support and integrated support services) to field-based peacekeeping and special political missions. The programme also comprises two peacekeeping missions: the United Nations Truce Supervision Organization (UNTSO) and the United Nations Military Observer Group in India and Pakistan (UNMOGIP).

5.3 The Department of Peacekeeping Operations directs, manages and provides political and policy guidance and strategic direction to all operations under its responsibility, which comprise all traditional and multidimensional peacekeeping operations with military and/or police components and which may include elements of peacemaking and peacebuilding, as well as certain special political missions as approved by the relevant intergovernmental bodies.

5.4 The Department of Field Support provides administrative and logistical support services to United Nations peacekeeping operations, special political missions and other field presences as mandated, in the areas of human resources, finance and budget, conduct and discipline, logistics, and information and communications technology.

5.5 To implement the programme, the Department of Peacekeeping Operations and the Department of Field Support will work in an integrated and cohesive way through joint departmental decision-making bodies and shared resources under a unified vision, direction and set of guiding principles. The Departments will ensure an integrated United Nations approach in countries where integrated peacekeeping missions are deployed alongside United Nations agencies, funds and programmes through the development of integrated planning that reflects a shared vision and agreement on common objectives and results as well as clarity of the respective roles and responsibilities of each entity. Both Departments will continue to pursue greater coordination, within existing mandates, with external partners, including international financial institutions and regional organizations, to enhance the ability of the United Nations to maintain international peace and security. Sustainable progress on security, national reconciliation and development needs to occur in parallel, given the interconnected nature of those challenges in countries emerging from conflict. Regional and subregional approaches to peacekeeping and political strategies for multiple operations will also continue to be pursued when appropriate.

5.6 In that context, the Department of Peacekeeping Operations, the Department of Field Support and other engaged departments and organizations will plan and conduct United Nations peacekeeping activities in a manner that facilitates post-conflict peacebuilding and the long-term prevention of the recurrence of armed conflict. To increase the programme's effectiveness, policy development on and evaluation of the application of peacekeeping best practices and lessons learned will continue, as will emphasis on greater unity of effort and tailored training for all peacekeeping personnel.

5.7 The Department of Peacekeeping Operations and the Department of Field Support will provide information to Member States on all phases of peacekeeping operations, paying particular attention to the requirements of troop- and police-contributing countries that need to make informed decisions about their engagement in United Nations peacekeeping. The programme will place emphasis on keeping Member States and other stakeholders informed of support issues in relation to all phases of operations. In an integrated manner, special attention will be given to the safety and security of personnel in the field, and careful consideration will be given to gender and geographical balance in the staffing of operations.

5.8 The Department of Peacekeeping Operations will continue to focus its efforts on strengthening mission planning and oversight; building policy consensus on the role of United Nations peacekeepers in protecting civilians in accordance with the purposes and principles of the Charter, specific Security Council mandates, basic principles of peacekeeping (consent of the parties,

impartiality and non-use of force except in self-defence and in the defence of a mandate authorized by the Security Council) and in performing early peacebuilding tasks, and on making peacekeeping more effective; and pursuing a capability-driven approach to identifying, developing and using peacekeeping resources.

5.9 Programme strategies and plans will be undertaken to establish, manage and direct peacekeeping operations and develop the capacities required to address a wide variety of conflict and post-conflict situations. A rapid and effective response to Security Council and General Assembly mandates is crucial for supporting the implementation of peace agreements between the parties to a conflict. Mandates may include monitoring ceasefires and buffer zones; disarming, demobilizing and reintegrating ex-combatants; reforming military establishments; training, advising and monitoring police forces; creating security conditions conducive to the return of refugees and internally displaced populations; promoting electoral and judicial reform and assisting civil administrations; facilitating political processes to consolidate peace and strengthened State authority; coordinating economic rehabilitation and mine clearance programmes; and facilitating the delivery of humanitarian assistance. Missions may also be mandated to maintain law and order and assume responsibility for transitional administration or executive law enforcement, including criminal justice functions.

5.10 The Department of Field Support will continue its efforts to improve performance and cost-effectiveness in the integrated delivery of support to field-based missions through the implementation of the global field support strategy. The strategy, a five-year plan in effect to 30 June 2015, will provide a standardized framework for regional and global support to field missions to improve the timeliness, quality, efficiency and accountability of support operations. To achieve this objective, an integrated service delivery model that promotes greater accountability and transparency is being implemented, which will lead to a higher quality of service, streamlined business processes and improved working methods and result in the optimal use of resources.

5.11 The service delivery model will horizontally integrate administrative, logistics and information and communications technology services and will evolve away from the current "silo" approach. As a result, the Department of Field Support at Headquarters will increasingly focus its attention and resources on its strategic mission support planning and oversight roles and on functions involving interactions with Member States, particularly the troop- and police-contributing countries. The Department will be progressively divesting itself of many of its current day-to-day transactional responsibilities, which it will devolve as appropriate upon the Global Service Centre in Brindisi, Italy. At the end of this evolution, the Department of Field Support will be better positioned to fully deliver on its strategic mandate to conduct integrated mission support planning and performance measurement in coordination with its implementing partners in the Secretariat.

5.12 The service delivery model will provide for a fundamental shift in the existing division of labour in the planning and delivery of field support and, consequently, a relocation of functions to locations that are geographically closer to the supported field-based missions, through the transfer of operational and transactional functions from Headquarters to the global and regional service centres so as to improve responsiveness and more efficiently address the missions' day-to-day operational needs.

5.13 Under the programme, the Department of Peacekeeping Operations and the Department of Field Support will also provide substantive and technical support to the Special Committee on Peacekeeping Operations, including follow-up on decisions related to peacekeeping operations taken by the Security Council and the General Assembly. The Departments will implement the recommendations of the Special Committee, as endorsed by the Assembly.

Overview of resources

5.14 The overall level of resources for the section, Peacekeeping operations, for the biennium 2014-2015 amounts to $107,816,100 before recosting, including $10,720,700 for the Department of Peacekeeping Operations; $8,430,200 for the Department of Field Support; $69,667,500 for UNTSO; and $18,997,700 for UNMOGIP, reflecting a net decrease under the section of $4,587,500 (or 4.1 per cent).

5.15 The decrease of $4,587,500 under the section includes the reductions: (a) under the Department of Peacekeeping Operations ($351,900) comprising the decrease ($298,300), resulting from the resource changes in line with General Assembly resolution 67/248, and the decrease ($53,600) related to the resource changes reflected in the report of the Secretary-General on the budget outline for 2014-2015; (b) under the Department of Field Support ($155,800) resulting from the resource changes in line with General Assembly resolution 67/248; (c) under UNTSO ($2,082,600), comprising the reduction ($2,150,800) resulting from the resource changes in line with General Assembly resolution 67/248, offset by the delayed impact of two new Local level posts approved in 2012-2013 in the amount of $68,200; and (d) under UNMOGIP ($1,997,200), comprising the decrease ($570,100) resulting from the resource changes in line with General Assembly resolution 67/248, and the removal of non-recurrent items ($1,427,100).

5.16 The estimated resources under the support account for peacekeeping operations for the biennium 2014-2015 amounting to $318,134,400 would complement the resources from the regular budget. In addition, extrabudgetary resources estimated at $96,740,500, of which $79,330,400 would be from the Voluntary Trust Fund for Assistance in Mine Action, would be used to support the programme of work of the Department of Peacekeeping Operations.

5.17 The distribution of resources is reflected in tables 5.3 to 5.5 below.

Table 5.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Resource changes*						*Total before recosting*	*Recosting*	*2014-2015 estimate*
			Technical adjustment (delayed impact and non-recurrent)	*New mandates and inter-component changes*	*In line with resolution 67/248*	*Reflected in budget outline report*[a]	*Total*	*Percentage*			
A. Peacekeeping operations											
1. Department of Peacekeeping Operations											
(a) Executive direction and management	3 690.9	1 323.0	–	–	(0.7)	–	(0.7)	(0.1)	1 322.3	38.2	1 360.5
(b) Programme of work											
1. Operations	5 249.4	5 508.3	–	–	(296.3)	–	(296.3)	(5.4)	5 212.0	150.7	5 362.7
2. Military	891.2	934.8	–	–	(1.3)	–	(1.3)	(0.1)	933.5	30.5	964.0

	2010-2011 expenditure	2012-2013 resources at revised rates	Resource changes: Technical adjustment (delayed impact and non-recurrent)	Resource changes: New mandates and inter-component changes	Resource changes: In line with resolution 67/248	Resource changes: Reflected in budget outline report[a]	Resource changes: Total	Resource changes: Percentage	Total before recosting	Recosting	2014-2015 estimate
3. Rule of law and security institutions	1 430.9	1 553.1	–	–	–	–	–	–	1 553.1	40.7	1 593.8
4. Policy, evaluation and training	578.8	634.2	–	–	–	–	–	–	634.2	19.3	653.5
Subtotal (b)	**8 150.3**	**8 630.4**	**–**	**–**	**(297.6)**	**–**	**(297.6)**	**(5.5)**	**8 332.8**	**241.2**	**8 574.0**
(c) Programme support	1 509.7	1 119.2	–	–	–	(53.6)	(53.6)	(4.8)	1 065.6	42.9	1 108.5
Subtotal, 1	**13 350.9**	**11 072.6**	**–**	**–**	**(298.3)**	**(53.6)**	**(351.9)**	**(3.2)**	**10 720.7**	**322.3**	**11 043.0**
2. Department of Field Support											
(a) Executive direction and management	1 932.5	2 160.3	–	–	–	–	–	–	2 160.3	56.4	2 216.7
(b) Programme of work											
5. Field administration support	2 707.0	3 365.9	–	–	(155.8)	–	(155.8)	(4.6)	3 210.1	103.9	3 314.0
6. Integrated support services	2 709.7	3 059.8	–	–	–	–	–	–	3 059.8	89.5	3 149.3
Subtotal (b)	**5 416.7**	**6 425.7**	**–**	**–**	**(155.8)**	**–**	**(155.8)**	**(4.6)**	**6 269.9**	**193.4**	**6 463.3**
Subtotal, 2	**7 349.2**	**8 586.0**	**–**	**–**	**(155.8)**	**–**	**(155.8)**	**(1.8)**	**8 430.2**	**249.8**	**8 680.0**
Subtotal, A	**20 700.1**	**19 658.6**	**–**	**–**	**(454.1)**	**(53.6)**	**(507.7)**	**(2.6)**	**19 150.9**	**572.1**	**19 723.0**
B. Peacekeeping missions											
1. United Nations Truce Supervision Organization	67 528.2	71 750.1	68.2	–	(2 150.8)	–	(2 082.6)	(2.9)	69 667.5	2 335.2	72 002.7
2. United Nations Military Observer Group in India and Pakistan	21 307.4	20 994.9	(1 427.1)	–	(570.1)	–	(1 997.2)	(9.5)	18 997.7	2 404.0	21 401.7
Subtotal, B	**88 835.6**	**92 745.0**	**(1 358.9)**	**–**	**(2 720.9)**	**–**	**(4 079.8)**	**(4.4)**	**88 665.2**	**4 739.2**	**93 404.4**
Total, 1	**109 535.7**	**112 403.6**	**(1 358.9)**	**–**	**(3 175.0)**	**(53.6)**	**(4 587.5)**	**(4.1)**	**107 816.1**	**5 311.3**	**113 127.4**

(2) *Other assessed*

	2010-2011 expenditure	2012-2013 estimate	2014-2015 estimate
1. Department of Peacekeeping Operations			
(a) Executive direction and management	17 989.4	17 504.4	19 572.1
(b) Programme of work	142 776.8	140 885.9	141 040.3
(c) Programme support	7 555.2	27 755.1	31 382.5
Subtotal, 1	**168 321.4**	**186 145.4**	**191 994.9**
2. Department of Field Support			
(a) Executive direction and management	16 968.0	21 610.5	20 245.8
(b) Programme of work	163 744.9	103 295.5	105 893.7
Subtotal, 2	**180 712.9**	**124 906.0**	**126 139.5**
Total, 2	**349 034.3**	**311 051.4**	**318 134.4**

(3) *Extrabudgetary*

	2010-2011 expenditure	2012-2013 estimate	2014-2015 estimate
1. Department of Peacekeeping Operations			
(a) Executive direction and management	11 403.1	13 549.6	14 893.5
(b) Programme of work	148 305.1	94 002.4	80 824.1
(c) Programme support	612.6	1 022.1	1 022.9
Total, 3	**160 320.8**	**108 574.1**	**96 740.5**
Total	**618 890.8**	**532 029.1**	**528 002.3**

[a] A/67/529 and Corr.1.

Table 5.4 **Post resources**

	Established regular budget		Temporary						Total	
			Regular budget		Other assessed		Extrabudgetary			
Category	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015
Professional and higher										
USG	2	2	–	–	–	–	–	–	2	2
ASG	5	5	–	–	–	–	–	–	5	5
D-2	6	6	–	–	7	8	1	1	14	15
D-1	7	7	–	–	18	19	0	0	25	26

Category	Established regular budget		Temporary: Regular budget		Temporary: Other assessed		Temporary: Extrabudgetary		Total	
	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015
P-5	8	9	–	–	80	75	4	4	92	88
P-4/3	13	12	–	–	468	455	12	12	493	479
P-2/1	9	9	–	–	15	14	0	0	24	23
Subtotal	**50**	**50**	**–**	**–**	**588**	**571**	**17**	**17**	**655**	**638**
General Service										
Principal level	–	–	–	–	20	20	1	1	21	21
Other level	20	19	–	–	230	227	11	11	261	257
Subtotal	**20**	**19**	**–**	**–**	**250**	**247**	**12**	**12**	**282**	**278**
Other categories										
Field Service	119	107	–	–	–	–	–	–	119	107
National Professional Officer	1	2	–	–	–	–	–	–	1	2
Local level	210	202	–	–	–	–	–	–	210	202
Subtotal	**330**	**311**	**–**	**–**	**20**	**20**	**1**	**1**	**351**	**332**
Total	**400**	**380**	**–**	**–**	**838**	**818**	**29**	**29**	**1 267**	**1 227**

Table 5.5 **Distribution of resources by component**

(Percentage)

	Regular budget	Other assessed	Extrabudgetary
A. Department of Peacekeeping Operations			
1. Executive direction and management	1.2	6.2	15.4
2. Programme of work	7.8	44.3	83.5
3. Programme support	1.0	9.9	1.1
Subtotal, A	**10.0**	**60.4**	**100.0**
B. Department of Field Support			
1. Executive direction and management	2.0	6.4	–
2. Programme of work	5.8	33.3	–
Subtotal, B	**7.8**	**39.6**	**–**
C. Peacekeeping missions			
1. United Nations Truce Supervision Organization	64.6	–	–
2. United Nations Military Observer Group in India and Pakistan	17.6	–	–
Subtotal, C	**82.2**	**–**	**–**
Total	**100.0**	**100.0**	**100.0**

Technical adjustments

5.18 Resource changes reflect the net effect of: (a) the decrease representing the removal of non-recurrent requirements totalling $1,427,100 under UNMOGIP relating to alteration and maintenance of premises ($977,100), vehicles ($269,100), furniture and equipment ($62,400), maintenance and workshop equipment ($32,600) and generators ($85,900), and (b) the increase of $68,200 related to the delayed impact of two new Local level posts established in 2012-2013 under UNTSO.

Changes in line with General Assembly resolution 67/248

5.19 Resource changes of $3,175,000 are proposed in line with General Assembly resolution 67/248. The primary areas of resource changes in the amount of $3,172,200 and the related impact are outlined in table 5.6 below.

Table 5.6 **Primary areas of resource changes in line with General Assembly resolution 67/248**

Item	*Net reductions in inputs*	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
1	**Department of Peacekeeping Operations**	**Department of Peacekeeping Operations review of staffing requirements for 14 peacekeeping operations and subsequent redistribution of functions** Total reduction: $295,500	–	–
	Programme of work *Subprogramme 1* Abolishment: 1 P-3 Political Affairs Officer	Over the next budget period, 9 out of 14 peacekeeping missions and the Department of Peacekeeping Operations-led special political mission in Afghanistan will be undergoing changes in structure, deployments and size. The Department has reviewed the overall level of staffing requirements against the strategic planning assumptions and taken into account the need to scale resources to the level of anticipated peacekeeping activity. As a result of this review, the abolishment of 1 P-3 Political Affairs Officer with the Europe and Latin America Division of the Office of Operations is proposed. This reduction can be effected without undermining the critical operational support delivered by the Office of Operations to the peacekeeping operations they support by redistributing the functions among the remaining Political Affairs Officers within the Europe and Latin America Division.	–	–

Item	Net reductions in inputs	Description	Reductions in the volume of outputs	Reductions in performance targets
2	**Department of Field Support** **Programme of work** *Subprogramme 5* Abolishment: 1 GS (OL) Human Resources Assistant	**Department of Field Support staffing review along transactional and strategic lines** Total reduction: $155,800 The Field Personnel Division of the Department of Field Support undertook a review of all its functions, which led to the classification of functions along transactional and strategic lines. The proposed reorganization would establish a three-pillared structure that would reduce the negative impact of silos within the Division. This reorganization includes the proposed abolishment of 1 Human Resources Assistant post owing to the expected efficiency gains resulting from the separation of transactional and strategic functions.	–	–
3	**Peacekeeping missions** *United Nations Truce Supervision Organization* Abolishment: 1 FS Senior Administrative Officer 1 FS Material and Assets Assistant 1 FS Radio Operator 1 FS Security Officer 1 FS Security Officer 1 FS Chief Transport Officer 1 FS Transport Assistant 1 FS Electrician 1 FS Human Resources Assistant 1 LL Finance Clerk 1 LL Security Assistant 1 LL Administrative Assistant	**Restructuring of mission support structure, reduction in military observers' daily allowance, reduction of transportation equipment acquisition, offset by renovation of UNTSO headquarters and building of bomb shelter** Total net reduction: $2,150,800 UNTSO underwent a comprehensive staffing review focusing on the alignment of the existing resources to the two core functions of the mission, namely observer deployment and maintaining liaison with regional authorities. As a result of the structural review and process engineering, UNTSO proposes a net reduction of 16 posts, mainly in mission support. The streamlining of mission support processes and restructuring of mission support will reinforce the accountability framework by clearly delineating the division between service delivery (to be overseen by the Deputy Chief of Mission Support) and service planning and quality assurance (to be overseen by the Chief of Mission Support) and lead to sustainable efficiencies through a further reduction in mission support staff. In this regard, 1 FS Senior Administrative Officer post is proposed to be abolished with the proposed establishment of the new P-5 Deputy Chief of Mission Support post. This change will reinforce the mission support	–	–

Item	*Net reductions in inputs*	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
	1 LL Shipping Clerk	accountability framework. The magnitude of the organizational and resource realignment, the reorientation of work programmes under the supervision of the Deputy Chief of Mission Support and the requirement for a senior officer to deputize for the Chief of Mission Support necessitate the establishment of the Deputy of Chief of Mission Support.		
	1 LL Carpenter			
	1 LL Gardener			
	1 LL Travel Assistant			
	1 LL Procurement Assistant			
	Reduction:	As a result of the review, the Transport and General Service Section will be merged into the Technical Services Section, and supervision will be combined in one section with clearly delineated responsibilities. This, combined with process re-engineering, results in the abolishment of 16 other posts. The streamlining of processes, pooling of resources and eliminating redundancies and modernization of systems and infrastructure will improve effectiveness and efficiency, contributing significantly to mandate implementation.		
	Military observers daily allowance	Mission subsistence allowance would be reduced in line with the actual average rotation cycles experience for approximately 45 military observers and with the rates of daily subsistence allowance applicable.		
	Travel of military observers			
	Transportation equipment	UNTSO would retain existing vehicles to the extent possible. Any essential replacements will be transferred from other United Nations missions in the region. The UNTSO requirements for 2014-2015 are proposed for the replacement of 22 general purpose 4x4 vehicles and 3 armoured vehicles.		
	Alteration and improvements	Part of the above reductions is offset by the urgent requirement for the renovation of the UNTSO headquarters building (Government House) and a bomb shelter to mitigate risk to the safety of United Nations personnel in line with Department of Safety and Security assessments.		
	Establishment:			
	1 P-5 Deputy Chief of Mission Support			

Item	*Net reductions in inputs*	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
4	**Peacekeeping missions** *United Nations Military Observer Group in India and Pakistan*	**Reduction in mission support staffing and better monitoring and controlling of expenses through establishment of a high-level efficiency committee** Total reduction: $570,100	–	–
	Abolishment: 1 FS Transport/ Communications and Information Technology Section Officer	UNMOGIP identified a need to review mission support staffing and structures to ensure that they are fully aligned with emergent best practices from across the peacekeeping portfolio. Its results will be reflected in the UNMOGIP budget for the biennium 2016-2017. In the interim, an initial review of staffing has identified two posts that can be abolished.		
	1 LL Security Officer			
	Reduction: Other staff costs	A review of Communications and Information Technology Section staffing needs has identified that the 1 FS post in the Section is no longer required, and that functions can be split between the Chief of Information Technology Unit and the Chief Communications Officer. The post would be used in the Transport Section and a currently vacant post in the Transport Section would be abolished.		
	Military observer daily allowance			
	Utilities			
	Maintenance of transport equipment			
	General insurance			
	Supplies and materials			
	Addition: Miscellaneous services	A review of security staffing has identified a post that can be abolished without adversely affecting security in the mission.		
	Minor alteration and construction	These non-post items have been reviewed and reduced to levels that reflect actual expenditure. Active management of operational costs throughout the year will mitigate any impacts from these reductions. Additionally, UNMOGIP has established a high-level efficiency committee to monitor and control expenses, and to review processes and procedures to improve the overall efficiency of resources utilization.		
	Communications equipment			
	Generators			

Changes reflected in the report of the Secretary-General on the budget outline for 2014-2015

5.20 Reductions in line with the report of the Secretary-General on the budget outline for 2014-2015 amount to $53,600, as outlined in table 5.7 below.

Table 5.7 **Resource changes in line with the Secretary-General's budget outline**

Net reductions in inputs	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
Programme support	**Rationalization of mobile equipment** Total reduction: $53,600	–	–
Reduction:			
Communications	The reduction is made possible through rationalizing mobile equipment (Blackberry, cell phones) by limiting international roaming options; adjustments made on official travel and contribution to support office automation equipment to reflect the standard cost in accordance with guidelines.		
Other official travel of staff			
Rental and maintenance of premises			
Contribution to support office automation equipment			

Other assessed and extrabudgetary resources

5.21 The estimated resources under the support account for peacekeeping operations in the biennium 2014-2015 amounting to $318,134,400 would complement the resources from the regular budget. In addition extrabudgetary resources amounting to $96,740,500 are projected for the biennium 2014-2015 to support the programme of work of the Department of Peacekeeping Operations.

Other information

5.22 Pursuant to General Assembly resolution 64/259 on accountability, the Department of Peacekeeping Operations/Department of Field Support have taken measures aimed at further strengthening the Departments' accountability framework. These measures include: evaluation of command and control arrangements in peacekeeping operations; creation of an integrated conduct and discipline framework; and, strengthened accountability measures in the stewardship of the resources of the Organization. In early 2012, the Departments endorsed the evaluation of the Department of Peacekeeping Operations/Department of Field Support Command and Control Policy, which examined the effectiveness of command and control arrangements for United Nations peacekeeping operations. The key finding of the evaluation was that the current policy framework for command and control arrangements for United Nations peacekeeping effectively outlined the core relationships required for the operation of a peacekeeping mission.

5.23 Pursuant to General Assembly resolution 58/269, resources for the conduct of monitoring and evaluation amounting to $1,811,100 are identified under the support account for peacekeeping operations for a total of 168 work-months (144 work-months at the Professional level and 24 work-months at the General Service level).

5.24 The issue of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 5.8 below and as distributed in the output information for each subprogramme.

Table 5.8 **Summary of publications (print)**

	2010-2011 actual	*2012-2013 estimate*	*2014-2015 estimate*
Recurrent	14	14	14
Non-recurrent	–	–	–
Total	**14**	**14**	**14**

5.25 The Departments of Peacekeeping Operations and Field Support maintain strong partnerships across the United Nations system in order to leverage expertise and avoid duplication of activities and resources, where possible. For example, as the Global Focal Point for Rule of Law, the Department of Peacekeeping Operations and the United Nations Development Programme (UNDP) jointly undertake to deliver coherent police, justice and corrections support in mission settings and other crisis situations, and to assist United Nations country teams and field missions to develop and implement common rule of law, justice and security strategies and programmes. These efforts are additionally aimed at ensuring high-level strategic coordination with key partners. The Department of Peacekeeping Operations/Department of Field Support participate in a number of inter-agency processes on cross-cutting issues. As a member of the Inter-Agency Security Sector Reform Task Force which comprises 14 United Nations departments, agencies, funds and programmes, the Department of Peacekeeping Operations works to strengthen system-wide collaboration, coordination and coherence with key partners in support of national security sector reform efforts. Similar inter-agency processes include the United Nations Development Group-Executive Committee on Humanitarian Assistance Working Group, the Peacebuilding Contact Group, the United Nations-World Bank Working Group, and the New Deal Task Team. The Department of Peacekeeping Operations/Department of Field Support are also members of the Civilian Capacity Working Group and Steering Committee and serve as the secretariat to the Integration Steering Group. In this capacity, they have advanced integration policy in the United Nations system in a number of key areas, including through the development of a new United Nations Policy on Integrated Assessment and Planning, which was recently endorsed by the Secretary-General. The Department of Peacekeeping Operations/Department of Field Support is also represented in the Inter-Agency Security Management Network and as a member of its Steering Group. The Inter-Agency Security Management Network and Steering Group are tasked with developing safety and security policy which apply to all United Nations entities within the common system. The Department of Peacekeeping Operations/Department of Field Support, along with the Department of Political Affairs, Department of Safety and Security, Department of Management, Department of Public Information, Office for the Coordination of Humanitarian Affairs and UNDP, are also actively engaged in the United Nations Operations and Crisis Centre, the key objective of which is to capitalize on synergies within the Organization and, building on economies of scale, establish a single centre under the Secretary-General's authority to provide a common operational picture to United Nations senior leaders, and be the central venue at Headquarters for responding to crises in the field.

A. Peacekeeping operations

1. Department of Peacekeeping Operations

(a) Executive direction and management

Resource requirements (before recosting): $1,322,300

5.26 The Office of the Under-Secretary-General, Department of Peacekeeping Operations, consists of the front office of the Under-Secretary-General, the Office of the Chief of Staff, Public Affairs Section and the Situation Centre. The Executive Office, whose functions relate solely to programme support for the Department of Peacekeeping Operations as a whole and the Department of Field Support, is shown separately.

5.27 The Department has sought measures to ensure that proper guidance and tools are delivered to support the required level of performance of the some 96,000 military and police personnel serving in peacekeeping missions. To that end, the Department has proposed in the context of the 2013/14 support account for peacekeeping operations the establishment of a position of Director, Evaluation of Field Uniformed Personnel, with a small staffing complement, to provide independent assessment, advice and analysis on the performance of uniformed personnel across all peacekeeping missions. The function would conduct objective, independent reviews aimed at supporting troop- and police-contributing countries and enhancing the efficiency and effectiveness of formed military and police units, force headquarters and coordinating cells, based on informed assessments and analysis.

5.28 The Under-Secretary-General for Peacekeeping Operations directs, manages and provides political and policy guidance and strategic direction to the Department-led operations on behalf of the Secretary-General and formulates guidelines and policies for peacekeeping operations and special political missions under the responsibility of the Department of Peacekeeping Operations, based on Security Council mandates. He advises the Security Council and the General Assembly on all matters related to peacekeeping activities and the future direction of United Nations peacekeeping, including strategic and policy issues and initiatives, such as peacemaking, peacekeeping, peacebuilding, transitions through partnerships with regional organizations and other peacekeeping partners and protection of civilians. He also maintains high-level contact with parties to conflict and Member States, particularly the Security Council, as well as troop-, police- and financial-contributing countries, in the implementation of the Security Council mandates. He collaborates with the Under-Secretary-General for Field Support on all matters falling within the purview of the Department of Peacekeeping Operations.

5.29 The Office of the Under-Secretary-General for Peacekeeping Operations supports the Under-Secretary-General in directing, managing and giving political and policy guidance and strategic direction to the Department of Peacekeeping Operations and field operations managed by the Department; develops the Department's programme of work, ensuring alignment with the strategic goals and priorities for United Nations peacekeeping; represents peacekeeping interests in relevant intergovernmental forums; provides strategic and operational direction to peacekeeping operations and special political missions; manages media relations, publicity and external relations and supports public information activities in field operations; leads cross-cutting management, reform and information activities in field operations; supports decision-making by providing situational awareness on developments impacting United Nations peacekeeping; delivers policy advice on safety and security issues related to peacekeeping operations; and facilitates crisis response for the Department of Peacekeeping Operations and the Department of Field Support.

Table 5.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and staff and financial resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Programme of work is effectively managed	(a) Timely delivery of outputs and services
	Performance measures
	(Percentage of outputs delivered on time)
	2010-2011: 100 per cent
	Estimate 2012-2013: 100 per cent
	Target 2014-2015: 100 per cent
(b) Strengthened strategic and operational direction, planning, deployment and transition of United Nations peacekeeping operations and special political missions led by the Department of Peacekeeping Operations	(b) Major benchmarks are defined and met for all operations and missions led by the Department of Peacekeeping Operations
	Performance measures
	(Percentage)
	2010-2011: not applicable
	Estimate 2012-2013: 80 per cent
	Target: 2014-2015: 90 per cent
(c) Shared understanding among the Secretariat, Member States and other stakeholders of the future direction of United Nations peacekeeping and for individual operations	(c) Performance measures/targets related to the implementation of reform agendas during the reporting period are achieved
	Performance measures
	(Percentage)
	2010-2011: not applicable
	Estimate 2012-2013: 80 per cent
	Target 2014-2015: 85 per cent

External factors

5.30 The Office of the Under-Secretary-General is expected to achieve its objective and expected accomplishments on the assumption that Member States will provide the necessary political support and financial resources to implement mission mandates and that peacekeeping partners will provide the necessary support.

Outputs

5.31 During the biennium 2014-2015, the following outputs will be delivered:

(a) Substantive servicing of meetings (regular budget, extrabudgetary and other assessed resources):

(i) Substantive secretariat support to the Special Committee on Peacekeeping Operations and the Special Political and Decolonization (Fourth) Committee of the General Assembly;

(ii) Briefings in response to all requests by the Special Committee on Peacekeeping Operations and the Special Political and Decolonization (Fourth) Committee of the General Assembly;

(iii) Briefings to the Security Council, General Assembly and legislative bodies on developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping (80);

(b) Parliamentary documentation (regular budget): reports of the Secretary-General on implementation of recommendations of the Special Committee on Peacekeeping Operations;

(c) Other substantive activities (regular budget, extrabudgetary and other assessed resources):

(i) Fact-finding missions: visits to key troop- and police-contributing countries and other Member States to develop strategic partnerships and build common approaches to support United Nations peacekeeping (15);

(ii) Substantive servicing of inter-agency meetings: delivery of programme plans as set out in the regular budget and budget of the support account for peacekeeping operations; meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping;

(iii) Technical material: monitoring the completion and related performance assessments for all Senior Managers' Compacts signed between the Heads of Peacekeeping Missions and the Secretary-General.

5.32 The distribution of resources for executive direction and management is reflected in table 5.10 below.

Table 5.10 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	1 274.1	1 274.1	3	3
Non-post	48.9	48.2	–	–
Subtotal	**1 323.0**	**1 322.3**	**3**	**3**
B. Other assessed	17 504.4	19 572.1	53	58
C. Extrabudgetary	13 549.6	14 893.5	–	–
Total	**32 377.0**	**35 787.9**	**56**	**61**

5.33 The amount of $1,274,100 in post resources provides for the continuation of three posts (1 USG, 1 D-1 and 1 General Service (Other level)) for the Office of the Under-Secretary-General. The amount of $48,200 relates to official travel of staff of the Office and hospitality for the Department as a whole. An adjustment to reduce $700 under non-post resources is proposed in line with General Assembly resolution 67/248.

5.34 During the biennium 2012-2013, resources in the amount of $19,572,100 under the support account for peacekeeping operations, including 58 posts and operational costs would be used to complement resources from the regular budget to finance effective and efficient planning and management support to current and future peacekeeping operations. In addition, extrabudgetary resources estimated at $14,893,500 from the Trust Fund in Support of the Department of Peacekeeping Operations would be used for the Department in carrying out projects in the areas such as gender mainstreaming, prevention of sexual exploitation and abuse, rule of law, best practices and training.

(b) Programme of work

5.35 The distribution of resources by subprogramme is reflected in table 5.11 below.

Table 5.11 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
Subprogramme	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
1. Operations	5 508.3	5 212.0	15	14
2. Military	934.8	933.5	3	3
3. Rule of law and security institutions	1 553.1	1 553.1	3	3
4. Policy, evaluation and training	634.2	634.2	3	3
Subtotal	**8 630.4**	**8 332.8**	**24**	**23**
B. Other assessed	140 885.9	141 040.3	371	357
C. Extrabudgetary	94 002.4	80 824.1	24	24
Total	**243 518.7**	**230 197.2**	**419**	**404**

Subprogramme 1
Operations

Resource requirements (before recosting): $5,212,000

5.36 Substantive responsibility for this subprogramme is vested in the Office of Operations. The Office is composed of four divisions: Africa Division I; Africa Division II; Asia and Middle East Division; and Europe and Latin America Division. The divisions include a total of eight Integrated Operational Teams. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 4 of the biennial programme plan for the period 2014-2015.

Table 5.12 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure the effective implementation of Security Council mandates to plan and establish peacekeeping operations, as well as the effective implementation of relevant General Assembly resolutions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decision-making on issues relating to peacekeeping	(a) (i) Recommendations for establishing new or implementing major adjustments to existing peacekeeping operations incorporated in resolutions of the Security Council, the General Assembly and other intergovernmental bodies *Performance measures* (Percentage) 2010-2011: 100 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent (ii) 100 per cent of the reports of the Secretary-General to the Security Council reflect briefings with troop-contributing countries and members of the Security Council *Performance measures* (Percentage) 2010-2011: 100 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent
(b) Effectively and efficiently managed peacekeeping operations	(b) (i) Percentage of integrated planning processes completed according to Security Council substantive and time requirements for establishing new or implementing adjustments to existing peacekeeping operations

Performance measures

(Percentage)

2010-2011: 100 per cent

Estimate 2012-2013: 100 per cent

Target 2014-2015: 100 per cent

(ii) Number of missions fulfilling major benchmarks defined in and mandated by Security Council resolutions

Performance measures

(Number of missions)

2010-2011: 15

Estimate 2012-2013: 16

Target 2014-2015: 16

External factors

5.37 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) parties to the conflict cooperate and will be willing to resolve their disputes peacefully; (b) peacekeeping partners will provide the necessary support; and (c) the security environment will permit the establishment or continuation of peacekeeping operations.

Outputs

5.38 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget, other assessed resources and extrabudgetary):

(i) General Assembly: substantive servicing of meetings: background information and advice to the General Assembly and its various bodies on peacekeeping issues;

(ii) Security Council:

(a) Substantive servicing of meetings: oral briefings to the Security Council on peacekeeping issues (35); consultations with troop-contributing countries (35);

(b) Parliamentary documentation: reports of the Secretary-General (25);

(iii) Other substantive activities (regular budget, extrabudgetary, and other assessed resources): technical material: guidance and support to peacekeeping operations on strategic, policy, political and operational matters; advice provided to permanent missions to the United Nations, United Nations agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues; annual meetings with the European Union and the North Atlantic Treaty Organization (NATO) in Brussels and annual meeting with the European Union in New York; consultations and structural arrangements with/among regional organizations to promote regional peacekeeping

capacities expanded in the context of specific operations; coordinated task forces and working groups with internal and external partners for complex, multidimensional peacekeeping operations; institutional cooperation and/or operational support agreements concluded with regional organizations for joint crisis prevention and response.

5.39 The distribution of resources for subprogramme 1 is reflected in table 5.13 below.

Table 5.13 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	5 464.3	5 168.8	15	14
Non-post	44.0	43.2	–	–
Subtotal	**5 508.3**	**5 212.0**	**15**	**14**
B. Other assessed	25 882.3	25 034.1	74	73
Total	**31 390.6**	**30 246.1**	**89**	**87**

5.40 The amount of $5,168,800 in post resources would provide for 14 posts (1 ASG, 3 D-2, 3 D-1, 2 P-5 and 5 General Service (Other level)) of the Office of Operations. The decrease under post of $295,500 relates to the abolishment of 1 P-3 post of Political Affairs Officer with the Europe and Latin America Division of the Office of Operation, in line with General Assembly resolution 67/248, as reflected in item 1 of table 5.6. The amount of $43,200 in non-post resources relates to official travel of staff and provision for contractual translation services for the translation into official languages of papers and studies that are time-sensitive. A reduction of $800 is proposed under non-post resources in line with General Assembly resolution 67/248.

5.41 The regular budget resources would be complemented by resources from the support account for peacekeeping operations estimated at $25,034,100, including a total of 73 posts and non-post resources to carry out the programme of work and to deliver the outputs under the subprogramme.

Subprogramme 2
Military

Resource requirements (before recosting): $933,500

5.42 Substantive responsibility for the subprogramme is vested in the Office of Military Affairs. The Office is composed of the Office of the Military Adviser, Current Military Operations Service, Force Generation Service and Military Planning Service. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 4 of the biennial programme plan for the period 2014-2015.

Table 5.14 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To effectively implement the military aspects of Security Council mandates and effectively implement relevant General Assembly resolutions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(a) (i) No longer than seven days needed to prepare military plans from the date a Security Council resolution is passed *Performance measures* (Number of days) 2010-2011: 7 Estimate 2012-2013: 7 Target 2014-2015: 7 (ii) Official pledge requests to troop-contributing countries issued within five days of the date on which the list of potential troop-contributing countries is approved *Performance measures* (Number of days) 2010-2011: 5 Estimate 2012-2013: 5 Target 2014-2015: 5
(b) Increased efficiency and effectiveness of the military components of peacekeeping operations	(b) Implementation by peacekeeping operations of 100 per cent of military-related recommendations from end-of-assignment, visit, study and assessment reports endorsed by the Under-Secretary-General for Peacekeeping Operations, in compliance with relevant intergovernmental mandates *Performance measures* (Percentage) 2010-2011: 100 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent

External factors

5.43 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that Member States contribute the required military personnel and materiel to peacekeeping operations in a timely manner to effect deployment, and that parties to conflict in areas of peacekeeping operations cooperate with the United Nations.

Outputs

5.44 During the biennium 2012-2013, the following outputs will be delivered:

(a) Other substantive activities (regular budget, other assessed resources and extrabudgetary):

(i) Technical material: daily monitoring and provision of support to all military units through the functioning of oversight; deployment of military forces, observers and Headquarters staff with emphasis on achieving gender balance; inputs to the development of policies, guidelines and standard operating procedures related to greater effectiveness of military components; military advisory briefings to existing, emerging and new troop-contributing countries in their state capitals on specific operational requirements for new or significantly adjusting peacekeeping operations to include United Nations-endorsed standards, policy and guidance documentation on individual and collective training requirements and operational readiness; support increased effectiveness of deployed military components through readily deployable Headquarters-based military staff for start-up, surge or missions in crisis as required and quality assurance through oversight, auditing and validation of deployed military capacities; preparation of military strategic guidance documentations — concepts of operations, force requirements and rules of engagement — for new peacekeeping operations and adjusting military strategic guidance documents for current peacekeeping operations; improve the pledging mechanism of the United Nations standby arrangements system and senior appointment pool;

(ii) Seminars for outside users: advice to Member States, regional organizations and United Nations entities on military aspects of peace negotiations, agreements, protection of civilians and evolving operational requirements to encourage support for strategic and operational courses of action and peacekeeping operations, including strategic and operational planning, and the implementation of military aspects of peacekeeping operations; mission-specific briefings requested on new or anticipated developments, crisis situations, new or amended plans, force requirements, rules of engagement, force generation and threat assessments related to military aspects of peacekeeping operations and changes to the mandate of peacekeeping operations; predeployment induction and post-appointment briefings for senior military personnel, as required.

5.45 The distribution of resources for subprogramme 2 is reflected in table 5.15 below.

Table 5.15 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	896.1	896.1	3	3
Non-post	38.7	37.4	–	–
Subtotal	**934.8**	**933.5**	**3**	**3**
B. Other assessed	48 924.9	47 200.6	133	128
Total	**49 859.7**	**48 134.1**	**136**	**131**

5.46 The amount of $896,100 in post resources would provide for the continuation of three posts (1 ASG and 2 General Service (Other level)) in the Office of Military Affairs. The non-post resources in the amount of $37,400 would provide for official travel of staff of the Office and for contractual translation services for the translation into official languages of papers and studies that are time-sensitive. A reduction of $1,300 is proposed under non-post items in line with General Assembly resolution 67/248.

5.47 The regular budget resources would be complemented by resources from the support account for peacekeeping operations estimated at $47,200,600, including 128 posts and operational costs to carry out the programme of work and to deliver the outputs under the subprogramme.

Subprogramme 3
Rule of law and security institutions

Resource requirements (before recosting): $1,553,100

5.48 Substantive responsibility for the subprogramme is vested in the Office of Rule of Law and Security Institutions. The Office consists of the Office of the Assistant Secretary-General, which includes the Security Sector Reform Unit; the Police Division; the Mine Action Service; the Criminal Law and Judicial Advisory Service; and the Disarmament, Demobilization and Reintegration Section. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 4 of the biennial programme plan for the period 2014-2015.

Table 5.16 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enable rule of law and security institutions in post-conflict societies to develop sustainable capacities and services in full compliance with the Charter of the United Nations

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) More timely deployment and establishment of the rule of law and security components of peacekeeping operations in response to Security Council mandates	(a) (i) Initial deployment of police to new, adjusted or transitioning peacekeeping operations within 30 days of the adoption of a Security Council resolution

	Performance measures (Number of days) 2010-2011: 60 Estimate 2012-2013: 45 Target 2014-2015: 30
	(ii) Reduction in the number of days for deployment of core rule of law (justice and corrections) and mine action personnel after the adoption of a Security Council resolution *Performance measures* (Number of days) 2010-2011: 30 Estimate 2012-2013: 20 Target 2014-2015: 15
(b) Increased efficiency and effectiveness of the rule of law and security components of peacekeeping operations	(b) (i) Increased number of integrated plans supported by police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action components of peacekeeping operations *Performance measures* (Number of integrated plans) 2010-2011: 2 Estimate 2012-2013: 4 Target 2014-2015: 5
	(ii) Increased number of host countries of peacekeeping operations that are supported by those operations so that their rule of law and security institutions can fully assume their responsibility *Performance measures* (Number of countries) 2010-2011: 10 Estimate 2012-2013: 13 Target 2014-2015: 13

(c) Increased awareness and understanding of the dangers of landmines and explosive remnants of war in affected countries	(c) Reduction in the number of casualties resulting from landmines and explosive remnants of war in affected countries *Performance measures* (Number of casualties) 2010-2011: 7,000 Estimate 2012-2013: 4,200 Target 2014-2015: 3,500

External factors

5.49 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: national systems and mechanisms will be in place to provide qualified, seconded police and corrections officers within the timelines set; external peacekeeping partners will provide the necessary support, including resources for activities related to the re-establishment of rule of law and security institutions, and host States will be committed to the development of their rule of law and security institutions; and national mine action organizations will be in place in the country of operations.

Outputs

5.50 During the biennium 2014-2015, the following outputs will be delivered:

(a) Other substantive activities (regular budget, other assessed resources and extrabudgetary):

(i) Fact-finding missions: operational visit reports on each peacekeeping operation (10);

(ii) Technical material: briefings to Member States that are both mission- and police-specific (24); advice provided to peacekeeping missions on capacity-building of the local police and other law enforcement agencies; advice to 40 police-contributing countries on the national selection mechanisms for the readiness, deployment and training of police personnel, including United Nations police and formed police units; technical support and recommendations to field missions through two assessment missions of mine action components in new or reconfigured peacekeeping operations, special political missions and/or emergency context; briefings to Member States on justice and corrections matters; deployment of police thematic experts, including on planning, to three field operations; development of guidance materials for justice and corrections personnel; development of training materials and delivery of training courses for justice and corrections personnel; development, review and/or revision of police operational plans, standard operating procedures and concepts of operations for 10 police components of field operations; enhanced accessibility and utility of the website of the Electronic Mine Information Network containing mine action reports, public information materials and operational data from 10 mine action programmes in peacekeeping operations; enhanced quality of databases of the Information Management System for Mine Action with suspected and known hazard areas and with information on victims in all current programmes; formulation of two standard guidance materials regarding institutional and capacity development of local police; guidance on development of policies, procedures and training materials and reports related to rule of law issues; guidance to 17 mine action programmes/peacekeeping operations on issues

related to mine action standards, policies and procedures; predeployment visits to Member States to provide advice on police requirements and capacity and resource needs (10); preparation of programme review reports on justice and corrections components in peacekeeping missions; presentation and/or representation in 4 international forums related to mine action and explosive remnants of war; provision of advice and support to special political missions on issues related to justice, corrections, disarmament, demobilization and reintegration, security sector reform, and mine action through policy guidance, assessments, planning, monitoring and evaluation of respective programmes; formulation and delivery of 6 specialized training courses on mine action-related matters to United Nations and relevant civil society organizations operating in post-conflict environments; 3 presentations to Member States, intergovernmental bodies, groups of friends, regional groups and specialized institutions on improved delivery of mandates in the field in the area of security sector reform; 6 technical or strategic support, review or assessment reports on the implementation of security sector reform mandates; 3 targeted meetings with donors to ensure funds available for deployments of security sector reform specialists from the United Nations Roster of Security Sector Reform Experts to peacekeeping operations; 5 visits to contributing Member States of the United Nations Roster of Security Sector Reform Experts, in particular those underrepresented in the roster;

(iii) Substantive servicing of inter-agency meetings: co-chairmanship of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration; co-chairing of the Inter-agency Security Sector Reform Task Force and organization of bimonthly meetings at the working level and annual meetings at the Principal level; organization of biannual meetings of security sector reform chiefs and advisers from peacekeeping missions; coordination of mine risk education and community liaison activities in all United Nations mine action programmes; chairmanship of meetings of the Inter-Agency Coordination Group for Mine Action at the Principal and working levels and biannual meetings of the Committee on Mine Action; chairmanship of Global Protection Cluster Mine Action Area of Responsibility regular meetings;

(b) Technical cooperation (extrabudgetary): field projects: clearance; risk education; weapons and stockpile security, management and destruction; capacity-building of national authorities and local partners; training courses for peacekeeping forces and commercial demining staff in all peacekeeping operations on landmine safety; deployment of demining assets compliant with International Mine Action Standards according to priorities established by the Inter-Agency Coordination Group on Mine Action; deployments of security sector reform specialists from the United Nations Roster of Security Sector Reform Experts to peacekeeping operations or special political missions; deployment of disarmament, demobilization and reintegration expertise to the special political missions.

5.51 The distribution of resources for subprogramme 3 is reflected in table 5.17 below.

Table 5.17 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	1 516.5	1 516.5	3	3
Non-post	36.6	36.6	–	–
Subtotal	**1 553.1**	**1 553.1**	**3**	**3**
B. Other assessed	36 692.5	34 724.2	100	94
C. Extrabudgetary	94 002.4	80 824.1	24	24
Total	**132 248.0**	**117 101.4**	**127**	**121**

5.52 The amount of $1,516,500 in post resources would provide for the continuation of three posts (1 ASG, 1 D-2 and 1 P-5) of the Office. The non-post resources in the amount of $36,600 would provide for official travel of staff for regional meetings of troop-contributing countries, seminars and conferences.

5.53 The regular budget resources would be complemented by resources from the support account for peacekeeping operations amounting to $34,724,200, including 94 posts and other operational costs to carry out the programme of work and to deliver outputs under the subprogramme.

5.54 The regular budget resources would also be complemented by extrabudgetary resources, for the most part from the Voluntary Trust Fund for Assistance in Mine Action, in the amount of $80,824,100, including 24 posts and non-post resources.

Subprogramme 4
Policy, evaluation and training

Resource requirements (before recosting): $634,200

5.55 Substantive responsibility for this subprogramme is vested within the Policy, Evaluation and Training Division. The Division comprises the Office of the Director, which includes the evaluation and partnership teams, the Integrated Training Service and the Peacekeeping Best Practices Section. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 4 of the biennial programme plan for the period 2014-2015.

Table 5.18 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To provide the policy, guidance and training tools essential for planning, establishing and sustaining effective and efficient peacekeeping operations in accordance with Security Council mandates and relevant General Assembly resolutions

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Provision and distribution of timely policy guidance, standard operating procedures and training standards and tools that are consistent with United Nations principles and reflect lessons learned	(a) (i) Number of web-based materials on policy guidance, lessons learned and best practices uploaded by the Secretariat and downloaded by peacekeeping practitioners, including those in peacekeeping missions,

	Member States and regional organizations, from the Department's Peace Operations Policy and Practice Database and Peacekeeping Resource Hub *Performance measures* (Number of documents) 2010-2011: 15,000 Estimate 2012-2013: 20,000 Target 2014-2015: 25,000
	(ii) Percentage of peacekeeping training standards developed and made available to Member States, field operations, regional partners and training institutions to support predeployment, induction and ongoing training *Performance measures* (Percentage) 2010-2011: 100 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent

External factors

5.56 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that Member States will provide the necessary support to implement the activities related to training and policy development.

Outputs

5.57 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget, other assessed resources and extrabudgetary): General Assembly: substantive servicing of meetings: oral briefings to Member States on peacekeeping issues; provision of substantive secretariat support to the Special Committee on Peacekeeping Operations and the Fourth Committee (Special Political and Decolonization Committee);

(b) Other substantive activities (regular budget and other assessed): technical material: advice provided to permanent missions to the United Nations, United Nations system partners, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues; guidance materials (policies, practices and standard operating procedures) and training materials provided to Member States and peacekeeping missions and personnel of Departments of Peacekeeping Operations and Field Support; support for Member States and regional peacekeeping training and peacekeeping policy institutions; support for field missions through the provision of policy advice, best practices and knowledge-sharing, training standards and materials, and evaluations of mission performance to improve mandate implementation.

5.58 The distribution of resources for subprogramme 4 is reflected in table 5.19 below.

Table 5.19 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	634.2	634.2	3	3
Subtotal	**634.2**	**634.2**	**3**	**3**
B. Other assessed	29 386.2	34 081.4	64	62
Total	**30 020.4**	**34 715.6**	**67**	**65**

5.59 The amount of $634,200 in post resources would provide for the continuation of three posts (2 P-2 and 1 General Service (Other level)) in the Peacekeeping Best Practices Section.

5.60 The regular budget resources would be complemented by resources from the support account for peacekeeping operations estimated at $34,081,400, including 62 posts and operational costs to carry out the programme of work and to deliver the outputs under this subprogramme.

(c) Programme support

Resource requirements (before recosting): $1,065,600

5.61 The Executive Office provides support services to the Department of Peacekeeping Operations and the Department of Field Support, in connection with personnel, budgetary and financial administration, resource planning and use of common services, as well as activities financed from the support account for peacekeeping operations and the Voluntary Trust Fund for Assistance in Mine Action.

5.62 The distribution of resources for programme support is reflected in table 5.20 below.

Table 5.20 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	357.9	357.9	1	1
Non-post	761.3	707.7	–	–
Subtotal	**1 119.2**	**1 065.6**	**1**	**1**
B. Other assessed	27 755.1	31 382.5	16	16
C. Extrabudgetary	1 022.1	1 022.9	5	5
Total	**29 896.4**	**33 471.0**	**22**	**22**

5.63 The amount of $357,900 in post resources would provide for the continuation of the P-4 post in the Executive Office. The non-post resources in the amount of $707,700 would provide general temporary assistance, compensation for overtime, contractual services, general operation expenses and other operational requirements. The net decrease of $53,600 under non-post items is attributable to the rationalization of mobile equipment, and adjustments made in official travel and contribution to support office automation and maintenance, in line with the Secretary-General's report on the budget outline (A/67/529 and Corr.1), as reflected in table 5.7.

5.64 The regular budget resources would be complemented by resources from the support account for peacekeeping operations estimated at $31,382,500, including 16 posts and operational costs to support the programme. The regular budget resources would also be complemented by extrabudgetary resources estimated at $1,022,900 from the special account for programme support, including 5 posts and operational costs in providing the necessary support services to the Department of Peacekeeping Operations and the Department of Field Support.

2. Department of Field Support

(a) Executive direction and management

Resource requirements (before recosting): $2,160,300

5.65 The functions of the Office of the Under-Secretary-General are set out in the Secretary-General's bulletin on the organization of the Department of Field Support (ST/SGB/2010/2). The Office of the Under-Secretary-General comprises the Under-Secretary-General, the Assistant Secretary-General and their front office staff as well as capacities to: manage the implementation of the global field support strategy; to supervise the Department's four functional divisions and the United Nations Global Service Centre, which includes the United Nations Logistics Base at Brindisi, Italy, and the United Nations Support Base at Valencia, Spain; the capacity to carry out internal, interdepartmental and external consultation and coordination as required by the tempo of ongoing and anticipated United Nations field operations; support to the delivery of integrated support of the operations led by the Department of Peacekeeping Operations through the assignment of specialist support officers to Integrated Operations Teams in the Department of Peacekeeping Operations and the United Nations Support Office for the African Union Mission in Somalia (AMISOM); and support to special political missions. It also includes the overall strategic guidance and operational decisions in the selection of senior leadership positions in field missions; provision of support to field missions' senior leadership in the exercise of their core responsibilities and accountability for the conduct and discipline of personnel and to monitor the operational and compliance risks associated with the delegation of human, financial, information and communications technology, and physical resource management authority to supported field missions.

5.66 In its resolution 64/269, the Assembly approved the Secretary-General's global field support strategy, to improve the effectiveness and efficiency of field-based mission support functions. The global field support strategy is a transformational road map for introducing a new service delivery model for supporting field missions, with the primary goal of improving support to field missions and system-wide efficiency gains as anticipated by-products. Now entering its fourth year of implementation, the global field support strategy drives the work of the Department, its structure and the estimated level of the resources required for the Department to deliver effective support. The global field support strategy proposed end-state envisages a reduced overall Departmental footprint and the realignment of its structure, through the transfer of transactional support activities currently carried out at Headquarters to the Global Service Centre; and reprofiling current Departmental resources to establish capacities for improved governance, planning and service delivery. The realignment is expected to yield streamlined functions and reinforcement of roles and responsibilities.

5.67 In accordance with the global field support strategy vision, the Under-Secretary-General for Field Support is mandated to lead, with guidance from Member States, the departmental strategic development and policy implementation, and is ultimately accountable for the cost-effective management of resources authorized by Member States. The Assistant Secretary-General for Field Support is responsible for the day-to-day operations of the Department, integration of departmental support lines, and monitoring and evaluation of the work of the Department divisions. Whereas the Under-Secretary-General ensures the overall strategic coherence between the Department's work and Member States' guidance, the Assistant Secretary-General focuses more on the day-to-day operational exigencies to ensure that, in their aggregate, they reflect the extent to which the Department is performing satisfactorily.

5.68 In this context, the integrated office of the Under-Secretary-General and the Assistant Secretary-General is supported by two teams: a Strategic Support Team in the Office of the Under-Secretary-General and an Operations Support Team in the Office of the Assistant Secretary-General. The two teams allow for strengthening the management of the Department and stewardship of the human and financial resources entrusted by the General Assembly. The combined work of both teams further facilitates a more prompt response to emerging needs, e.g., mission start-ups and expansions.

5.69 The general objective of the Strategic Support Team is to support the Under-Secretary-General to ensure improved strategic and policy coherence and strengthened accountability throughout the Department, and efficient use of resources. The Operations Support Team endeavours to ensure effective support to field operations through informed analysis that transcends the institutional dividing lines both within and between Headquarters and missions. The Operations Support Team helps to ensure coherence between the Department at Headquarters, the Global Service Centre, the Regional Service Centres and peacekeeping missions, in terms of a shared emphasis on integrated services.

Table 5.21 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and staff and financial resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Programme of work is effectively managed	(a) Timely delivery of outputs and services *Performance measures* (Percentage of outputs delivered on time) 2010-2011: 100 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent
(b) Effective and efficient support and technical guidance on Department of Field Support-mandated support activities to field operations as well to intergovernmental bodies, Member States and troop- and police-contributing countries	(b) Major benchmarks, as defined in and mandated by the Security Council in its resolutions, are met for all operations and missions supported by the Department of Field Support

	Performance measures (Percentage) 2010-2011: 100 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent
(c) Shared understanding among the Secretariat, Member States and other stakeholders of the future direction of United Nations peacekeeping and of individual operations	(c) Performance measures/targets related to the implementation of the global field support strategy during the reporting period are achieved *Performance measures* (Percentage) 2010-2011: 100 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent

External factors

5.70 The Office of the Under-Secretary-General for Field Support is expected to achieve its objective and expected accomplishments on the assumption that Member States will provide the necessary political support and financial resources to implement mission mandates and to the concept and implementation of the global field support strategy in a phased approach.

Outputs

5.71 During the biennium 2014-2015, the following outputs will be delivered:

(a) Substantive servicing of meetings (regular budget and other assessed resources): briefings in response to all requests by the Special Committee on Peacekeeping Operations and the Fourth Committee; briefings to the Security Council, General Assembly and legislative bodies on developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping (80);

(b) Parliamentary documentation (regular budget and other assessed resources): annual progress reports, with recommendations, to the General Assembly on progress made in the implementation of the global field support strategy (2);

(c) Other substantive activities (regular budget and other assessed resources): fact-finding missions: visits to major financial contributors, troop- and police-contributing countries and other Member States to discuss and advise on field support issues (16); investigations reports substantiating approximately 600 allegations of misconduct, as received from the Office of Internal Oversight Services and other investigatory entities in peacekeeping operations, are processed to enable disciplinary action by relevant internal and external entities; consultations with directors and chiefs of mission support to review and assess key support components and operational issues (56); consultations with heads of missions on support components to assess key field support issues (48); visits to field operations to review progress and provide direction to mission leadership on field support issues (20);

(d) Internal oversight services (regular budget and other assessed resources): provision of awareness-raising materials for use by missions, on protection from sexual exploitation and abuse; provision of updated material for predeployment training on conduct and discipline in missions, including on the zero-tolerance approach to misconduct; recording and tracking of investigations in instances of alleged misconduct by military, police and civilian personnel, and review of investigation reports for referral to the United Nations or Member States, for appropriate actions in substantiated instances of misconduct.

5.72 The distribution of resources for executive direction and management is reflected in table 5.22 below.

Table 5.22 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	2 123.6	2 123.6	4	4
Non-post	36.7	36.7	–	–
Subtotal	**2 160.3**	**2 160.3**	**4**	**4**
B. Other assessed	21 610.5	20 245.8	59	55
Total	**23 770.8**	**22 406.1**	**63**	**59**

5.73 The amount of $2,123,600 in post resources would provide for the continuation of four posts (1 USG, 1 ASG, 1 D-1 and 1 P-5) of the Office of the Under-Secretary-General. The amount of $36,700 in non-post resources relates to official travel of the staff of the Office and hospitality for the Department as a whole.

5.74 The regular budget resources would be complemented by resources from the support account for peacekeeping operations estimated at $20,245,800, including 55 posts and operational costs in support of the activities under executive direction and management of the Department.

(b) Programme of work

5.75 The distribution of resources by subprogramme is reflected in table 5.23 below.

Table 5.23 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
	2012-2013	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
1. Field administrative support	3 365.9	3 210.1	15	14
2. Integrated support services	3 059.8	3 059.8	11	11
Subtotal	**6 425.7**	**6 269.9**	**26**	**25**
B. Other assessed	103 295.5	105 893.7	339	332
Total	**109 721.2**	**112 163.6**	**365**	**357**

Subprogramme 5
Field administrative support

Resource requirements (before recosting): $3,210,100

5.76 Substantive responsibility for the subprogramme is vested in the Field Personnel Division and the Field Budget and Finance Division in the Department of Field Support. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 4 of the biennial programme plan for the period 2014-2015.

Table 5.24 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enable United Nations peacekeeping operations and other United Nations field missions to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(a) Increased percentage of missions that meet the projected incumbency rates set in the context of approved mission plans and budgets *Performance measures* (Percentage) 2010-2011: data not available Estimate 2012-2013: 83 per cent Target 2014-2015: 84.5 per cent
(b) Increased efficiency and effectiveness of peacekeeping operations	(b) (i) Increased percentage of international female staff serving in peacekeeping operations and other United Nations field missions *Performance measures* (Percentage of staff) 2010-2011: 28.8 per cent Estimate 2012-2013: 30.0 per cent Target 2014-2015: 31.0 per cent (ii) Maintenance of a three-month average processing time frame (from receipt of the mission-certified claim to its approval by the Department) for contingent-owned equipment claims

	Performance measures (Number of months) 2010-2011: 3 Estimate 2012-2013: 3 Target 2014-2015: 3
(c) More timely reporting of allegations of misconduct	(c) (i) All allegations of serious misconduct recorded by peacekeeping operations in the Misconduct Tracking System within seven days of receipt *Performance measures* (Number of days) 2010-2011: 7 Estimate 2012-2013: 7 Target 2014-2015: 7 (ii) All allegations of serious misconduct recorded by peacekeeping operations in the Misconduct Tracking System are referred for investigations, as appropriate, in a timely fashion *Performance measures* (Number of days) 2010-2011: no data available Estimate 2012-2013: 3 Target 2014-2015: 3

External factors

5.77 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that Member States will continue to provide the necessary political support and resources.

Outputs

5.78 During the biennium 2014-2015, the following outputs will be delivered:

(a) Parliamentary documentation (regular budget and other assessed resources): preparation of inputs to report of the Secretary-General on personnel matters;

(b) Conference services, administration, oversight (regular budget and other assessed resources): human resources: participation in Abacus visits to provide advice on the staffing structure as well as categories, levels and functional titles of posts; monitoring the delegation of major

human resources management authorities to missions in line with the global field support strategy as approved by the General Assembly in its resolution 64/269; briefings to Member States on administrative and personnel issues relating to staffing of field missions; continued maintenance of rosters based on workforce planning; monitoring of human resources management performance scorecard indicators to all peacekeeping and special political missions; provision of inputs on human resources management performance scorecard to the annual report of the Office of Human Resources Management to the Management Performance Board; 2 visits per year to field missions to report on support required and action taken with regard to human resources management performance scorecard; deployment of mission assist teams to address the recruitment and administrative and technical human resources management needs of field operations at critical times; development and implementation of a framework for the classification of national posts; development of a succession planning mechanism to ensure the timely provision to missions of short lists of high-quality candidates for positions of Director of Mission Support, Chief of Mission Support, Chief of Integrated Support Services, Chief of Technical Services; implementation of an e-learning programme in human resources management to train human resources personnel in field missions to provide enhanced human resources support services; implementation, in coordination with the Office of Human Resources Management, of harmonized conditions of service of staff in the field; managing the staff selection process for posts in peacekeeping operations and special political missions, adhering to the standards and principles as set out in the relevant administrative instruction (ST/AI/2010/3); organization of and participation in the Chief Civilian Personnel Officer conference and the United Nations inter-agency career development round table; outreach through participation in career and job fairs, targeted advertising in dedicated websites and professional publications; targeted outreach activities with troop-contributing countries and police-contributing countries, as well as other unrepresented and underrepresented Member States; phased implementation of career development strategy, comprising online career path models for selected occupational groups; provision of online and direct career support for staff members in the field; provision of business intelligence tools for both operational key performance indicators and strategic analytics for field staffing; provision of human resources policy guidance to national and international staff through the civilian personnel sections in the field; provision of guidance to human resources staff at Headquarters and the field on the proper application of human resources rules and procedures, including advice and input on informal and formal cases in the Organization's system of administration of justice;

(c) Internal oversight services (regular budget and other assessed resources): oversight and evaluation of the performance of human resources management functions in the field through participation in Office of Human Resources Management monitoring visits;

(d) Programme planning, budget and accounts (regular budget and other assessed resources): establishment of benchmarks for major resourcing elements and a cross-portfolio analysis framework to improve cost-effectiveness in field resourcing support analysis; exchanges of letters between the Department of Field Support and the United Nations Volunteers outlining the framework of the services of United Nations Volunteers deployed to peacekeeping operations and special political missions; financial management of liquidating field operations; negotiations of memorandums of understanding for missions; processing of contingent-owned equipment reimbursement, letters of assist and death and disability compensation claims; implementation of the decision of the Assembly on the Senior Advisory Group's report on reimbursement to troop-contributing countries; formulation of resource requirements to support the assessment and planning for new and expanding peacekeeping operations in response to Security Council mandates; field assistance visits to provide in situ

support, including for the preparation of mission budget proposals, assessment of resource requirements and implementation of significant financial administration initiatives; presentation and provision of background information on operational finance policies, procedures and practices to advisory and legislative bodies in the context of field operations, including peacekeeping operations, special political missions, United Nations Logistics Base and regional and global service centres, and cross-cutting issues; provision of advice to all field operations and permanent missions to the United Nations of troop- and police-contributing countries on contingent-owned equipment reimbursement and death and disability compensation matters; provision of advice to field operations, including peacekeeping operations, special political missions and United Nations Logistics Base, and the Regional Service Centre in Entebbe, Uganda, on the formulation of budget proposals and performance reports, maintenance and preparation of financial accounts and management of financial resources; support for the implementation of International Public Sector Accounting Standards and the Umoja enterprise resources planning system in peacekeeping operations; support to the global field support strategy, including the implementation of regional and global service centres with regard to shared finance services; training of peacekeeping mission budget and finance personnel on new and existing field financial systems and business processes.

5.79 The distribution of resources for subprogramme 5 is reflected in table 5.25 below.

Table 5.25 **Resource requirements: subprogramme 5**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	3 339.8	3 184.0	15	14
Non-post	26.1	26.1	–	–
Subtotal	**3 365.9**	**3 210.1**	**15**	**14**
B. Other assessed	54 212.7	57 809.3	184	179
Total	**57 578.6**	**61 019.4**	**199**	**193**

5.80 The amount of $3,184,000 in post resources would provide for the continuation of 14 posts (1 P-5, 2 P-4, 4 P-2/1 and 7 General Service (Other level)) under the Field Personnel Division and the Field Budget and Finance Division. The net decrease of $155,800 reflects the proposed abolishment of 1 General Service (Other level) post of Human Resources Assistant in line with General Assembly resolution 67/248, as reflected in table 5.6, item 2. The non-post resources in the amount of $26,100 relate to the official travel of staff of the Divisions.

5.81 The regular budget resources would be complemented by resources from the support account for peacekeeping operations estimated at $57,809,300, including 179 posts and non-post resources to carry out the programme of work and to deliver the outputs under the subprogramme.

Subprogramme 6
Integrated support services

Resource requirements (before recosting): $3,059,800

5.82 Substantive responsibility for the subprogramme is vested in the Logistics Support Division and the Information and Communications Technology Division of the Department. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 4 of the biennial programme plan for the period 2014-2015.

Table 5.26 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure continuous access by field missions to systems contracts for information and communications technology equipment and services

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduction of the time required to plan, rapidly deploy and establish peacekeeping and other United Nations field missions in response to Security Council mandates	(a) (i) Identification and deployment of deployment logistic equipment capable of supporting start-up teams and initial troop and police deployments within 90 days of Security Council mandates *Performance measures* (Number of days) 2010-2011: 90 Estimate 2012-2013: 90 Target 2014-2015: 90 (ii) Development of full information and communications technology capabilities, including secure voice, data and video services, within 20 hours of arrival of equipment and personnel *Performance measures* (Number of hours) 2010-2011: 20 Estimate 2012-2013: 20 Target 2014-2015: 20
(b) Increased efficiency and effectiveness of peacekeeping operations and special political missions supported by the Department of Field Support	(b) (i) Missions have access to valid systems contracts with sufficient not-to-exceed amounts, 365 days of the year

Performance measures

(Number of days per year)

2010-2011: 365

Estimate 2012-2013: 365

Target 2014-2015: 365

(ii) Wide-area network is up 99.8 per cent of the time

Performance measures

(Percentage)

2010-2011: 99.8 per cent

Estimate 2012-2013: 99.8 per cent

Target 2014-2015: 99.8 per cent

External factors

5.83 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that vendors and suppliers will deliver goods and services on time and that Member States will provide the required political and resource support.

Outputs

5.84 During the biennium 2014-2015, the following outputs will be delivered (regular budget and other assessed):

Conference services, administration, oversight: central support services: enhanced strategic deployment stock based on peacekeeping mission requirements, lessons learned and technological changes; enhanced tools, procedures and information-sharing forums for peacekeeping field missions to enhance the capability of missions to meet their requirement for equipment, commodities and services; improved management of specialist support contracts; improved management of transportation and movement contracts.

5.85 The distribution of resources for subprogramme 6 is reflected in table 5.27 below.

Table 5.27 **Resource requirements: subprogramme 6**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	3 059.8	3 059.8	11	11
Subtotal	**3 059.8**	**3 059.8**	**11**	**11**
B. Other assessed	49 082.8	48 084.4	155	153
Total	**52 142.6**	**51 144.2**	**166**	**164**

5.86 The amount of $3,059,800 in post resources would provide for the continuation of 11 posts (1 D-2, 1 P-5, 4 P-3 2 P-2/1 and 3 General Service (Other level)) under the Logistics Support Division and the Information and Communications Technology Division.

5.87 The regular budget resources would be complemented by resources from the support account for peacekeeping operations estimated at $48,084,400, including 153 posts and operational costs to carry out the programme of work and to deliver the outputs under the subprogramme.

B. Peacekeeping missions

Resource requirements (before recosting): $88,665,200

5.88 Provisions under this component relate to requirements of UNTSO at $69,667,500 and UNMOGIP at $18,997,700.

1. United Nations Truce Supervision Organization

Resource requirements (before recosting): $69,667,500

5.89 The United Nations Truce Supervision (UNTSO) was the first peacekeeping operation established by the Security Council, in its resolution 50 (1948), and continues to represent the commitment of the Council to assist in the implementation of the Armistice Agreements and their attendant ceasefires. In its resolution 73 (1949), the Council requested the Secretary-General to arrange for the continued service of such personnel to UNTSO military observers to observe and monitor the ceasefire, as requested by the Council in its resolution 54 (1948) and to assist in the supervision of the application and observance of the terms of those Agreements.

5.90 The overall purpose of UNTSO is to observe and maintain the unconditional ceasefire and assist the parties to the 1949 Armistice Agreements in the supervision of the application and observance of the terms of those Agreements in accordance with Security Council resolution 73 (1949).

5.91 UNTSO will continue to implement its current core functions of observer deployment, and of maintaining liaison with the regional authorities under its regional mandate. It will continue to provide trained military observers under the operational control of the United Nations Disengagement Observer Force (UNDOF) and the United Nation Interim Force in Lebanon (UNIFIL), assisting with the implementation of their respective mandates. It will maintain its observer presence in Egypt through a liaison office and conduct a minimum acceptable level of patrols.

5.92 The mission will continue to provide timely and accurate observation reports and analysis of political developments mission-wide, including the safety and security situation. It will also continue to exercise command, administrative, logistical and security support to all outstations and liaison offices and at its headquarters in Jerusalem. In addition, it will continue to use the good offices of the head of mission to strengthen and improve the relationships between Israel and its neighbours. The mission will also continue to maintain and improve effective liaison with the ambassadorial and consular representatives of troop-contributing countries, and with regional United Nations organizations. Furthermore, it will continue to develop contingency planning to address changes in the military and/or political situation in its area of operation.

5.93 UNTSO will deliver its programme of work in accordance with the strategy detailed in part B, section 1 of programme 4 of the biennial programme plan for the period 2014-2015.

Table 5.28 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To observe and maintain the unconditional ceasefire and assist the parties to the 1949 Armistice Agreements in supervision of the application and observance of the terms of those Agreements

Expected accomplishments of the Secretariat	Indicators of achievement
The Security Council is informed in a timely manner of non-compliance with its resolutions	Timely submission of observation reports to the Secretary-General
	Performance measures
	(Percentage of reports submitted by deadlines)
	2010-2011: 100 per cent
	Estimate 2012-2013: 100 per cent
	Target 2014-2015: 100 per cent

External factors

5.94 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) all parties to the 1949 Armistice Agreements will cooperate with UNTSO in the performance of its functions; and (b) all parties will remain willing to resolve their disputes and to cooperate with the United Nations in fulfilment of the Security Council mandate.

Outputs

5.95 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget): other substantive activities: round-the-clock staffing of observation posts, patrols, investigations and inspections; daily, weekly, monthly and special reports on incidents/violations, political developments, and safety and security issues; military daily operations reports; daily media reports, weekly and monthly political reports; monthly security incident reports; operational investigations of incidents/violations; meetings with host Government officials and agencies, troop-contributing countries' representatives and heads of other United Nations operations in the UNTSO mission area;

(b) Other substantive activities (regular budget): Head of Mission diplomatic meetings and liaison agency visits (408); Observer Groups visits by Head of Mission in the areas of operation (16); liaison meetings with villagers and local government, Ministries of Defence, Embassies, government agencies, and United Nations organizations;

(c) Conference services, administration, oversight (regular budget): logistical support (transport, general services, information and communications technology) to substantive activities; inter-agency and inter-mission support agreements (3).

5.96 The distribution of resources for UNTSO is reflected in table 5.29 below.

Table 5.29 **Resource requirements: United Nations Truce Supervision Organization**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Post	47 550.1	44 225.7	266	250
Non-post	24 200.0	25 441.8	–	–
Total	**71 750.1**	**69 667.5**	**266**	**250**

5.97 The total requirements for UNTSO for the biennium 2014-2015 amount to $69,667,500, including a net decrease of $2,082,600 compared with the revised appropriation for the biennium 2012-2013. Of the total amount, $21,744,700 relate to resources directly under the operational control of UNDOF ($13,036,400) and UNIFIL ($8,708,300), exclusive of administrative backstopping.

5.98 The amount of $44,225,700 in post resources would provide for 250 posts (1 ASG, 2 D-1, 2 P-5, 2 P-4, 2 P-3, 1 P-2/1, 85 Field Service, 153 Local level and 2 National Professional Officer). The decrease of $3,324,400 reflects the net effect of (a) the delayed impact of two new Local level posts approved for the biennium 2012-2013, and (b) the proposed abolishment of 17 posts (9 Field Service and 8 Local level), the proposed establishment of a new P-5 post for Deputy Chief of Mission Support and the proposed reclassification of 1 Field Service post to Local level and 1 Field Service to National Professional Officer, in line with General Assembly resolution 67/248, as reflected in table 5.6, item 3.

5.99 The non-post resources in the amount of $25,441,800 relate to military observers daily allowance, travel of staff, contractual services, general operating expenses and other operational requirements of UNTSO. The net increase of $1,241,800 under non-post resources is proposed as reflected in table 5.6, item 3, primarily for renovation of UNTSO headquarters to mitigate risk to safety and security of United Nations personnel.

2. United Nations Military Observer Group in India and Pakistan

Resource requirements (before recosting): $18,997,700

5.100 In January 1948, the Security Council adopted resolution 39 (1948) and established the United Nations Commission for India and Pakistan to investigate the facts pursuant to Article 34 of the Charter of the United Nations and to exercise any mediatory influence likely to smooth difficulties in the dispute regarding the status of Kashmir. Security Council resolution 47 (1948) expanded the membership of the Commission from three to five, which included the use of military officers to observe the ceasefire. This became the basis for the establishment of the United Nations Military Observer Group in India and Pakistan (UNMOGIP). With the termination of the United Nations Commission for India and Pakistan, the Security Council, by its resolution 91 (1951), decided that UNMOGIP should continue to supervise the ceasefire in Jammu and Kashmir.

5.101 Currently, the task of UNMOGIP is to observe developments pertaining to the strict observance of the ceasefire of 17 December 1971 and to report thereon to the Secretary-General. The activity in the field is coordinated by a main headquarters in Islamabad and a rear headquarters in Srinagar during the winter (and the reverse in summer), and carried out by military observers deployed in field stations and mobile observation teams. A liaison office is located in New Delhi. In addition, international United Nations staff assisted by local staff provides administrative and logistical support. Military personnel from the Indian Army and Pakistan Army provide drivers, security and field station domestic services.

5.102 UNMOGIP will deliver its programme of work in accordance with the strategy detailed in programme 4 of the biennial programme plan for the period 2014-2015.

Table 5.30 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To monitor developments pertaining to ceasefire violations along the line of control in accordance with the mandate of the United Nations Military Observer Group in India and Pakistan contained in Security Council resolution 307 (1971)

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The presence of United Nations military observers in established field stations on both sides of the line of control to monitor ceasefire violations	(a) Percentage of incident/violations reported to United Nations Headquarters in a timely manner *Performance measures* (Percentage of incidents reported on time) 2010-2011: 100 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent
(b) Effective, efficient patrolling, inspection and investigation of ceasefire violations	(b) (i) Number of operational patrols with free and secure access to notified areas to the extent permitted by the host countries *Performance measures* (Number of unimpeded patrols) 2010-2011: 5,468 Estimate 2012-2013: 5,000 Target 2014-2015: 5,000 (ii) Investigation of all complaints that can be investigated under the purview of the United Nations Military Observer Group in India and Pakistan and with the full cooperation of both parties *Performance measures* (Percentage of complaints investigated) 2010-2011: 100 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent

External factors

5.103 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that the parties will cooperate, abide by and fulfil the provisions of the ceasefire agreement.

Outputs

5.104 During the biennium 2014-2015, the following outputs will be delivered:

(a) Other substantive activities (regular budget): daily contacts, meetings and negotiations; daily, weekly and monthly reports on incidents/violations, political developments and the safety and security situation; round-the-clock staffing of observer posts, patrols, investigations and inspections;

(b) Technical cooperation (regular budget): field projects: investigations and patrols.

5.105 The distribution of resources for UNMOGIP is reflected in table 5.31 below.

Table 5.31 **Resource requirements: United Nations Military Observer Group in India and Pakistan**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Post	10 117.0	9 789.4	76	74
Non-post	10 877.9	9 208.3	–	–
Total	**20 994.9**	**18 997.7**	**76**	**74**

5.106 The total requirements for UNMOGIP for the biennium 2014-2015 amount to $18,997,700, including a net decrease of $1,997,200 compared with the revised appropriation for the biennium 2012-2013.

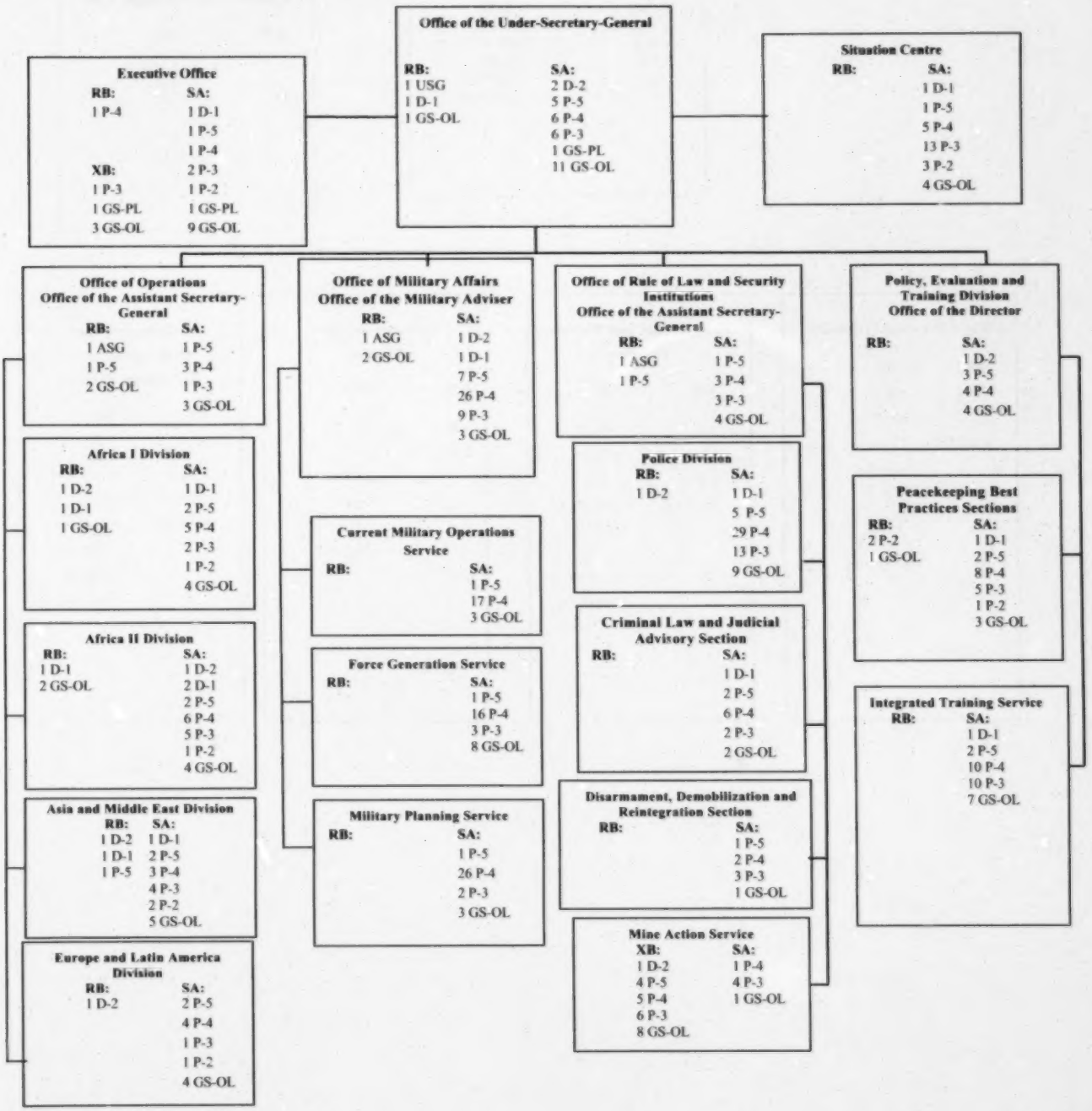
5.107 The amount of $9,789,400 in post resources would provide for 74 posts (1 D-2, 1 P-5 1 P-4, 22 Field Service and 49 Local level) of UNMOGIP. The net decrease of $327,600 under post costs reflects the proposed abolishment of 1 Field Service and 1 Local level post in line with General Assembly resolution 67/248, as reflected in table 5.6, item 3.

5.108 The amount of $9,208,300 under non-post resources would provide for other staff costs, general operating expenses, travel, contractual services, supplies and materials, furniture and equipment, among others. The decrease in non-post resources in the amount of $1,669,600 reflects the adjustments based on expenditure pattern and in line with General Assembly resolution 67/248, as reflected in table 5.6, item 3.

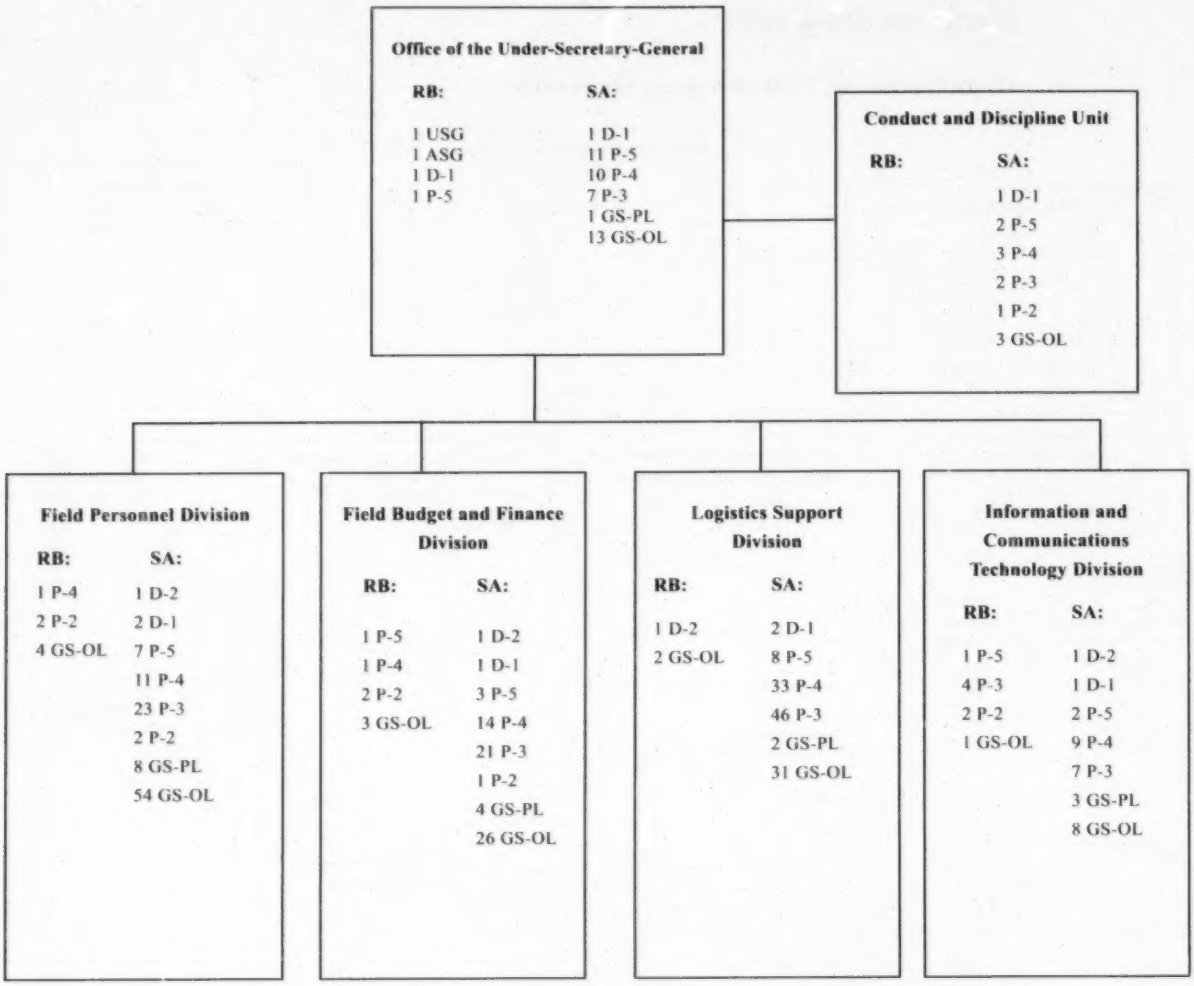
Annex I

Organizational structure and post distribution for the biennium 2014-2015

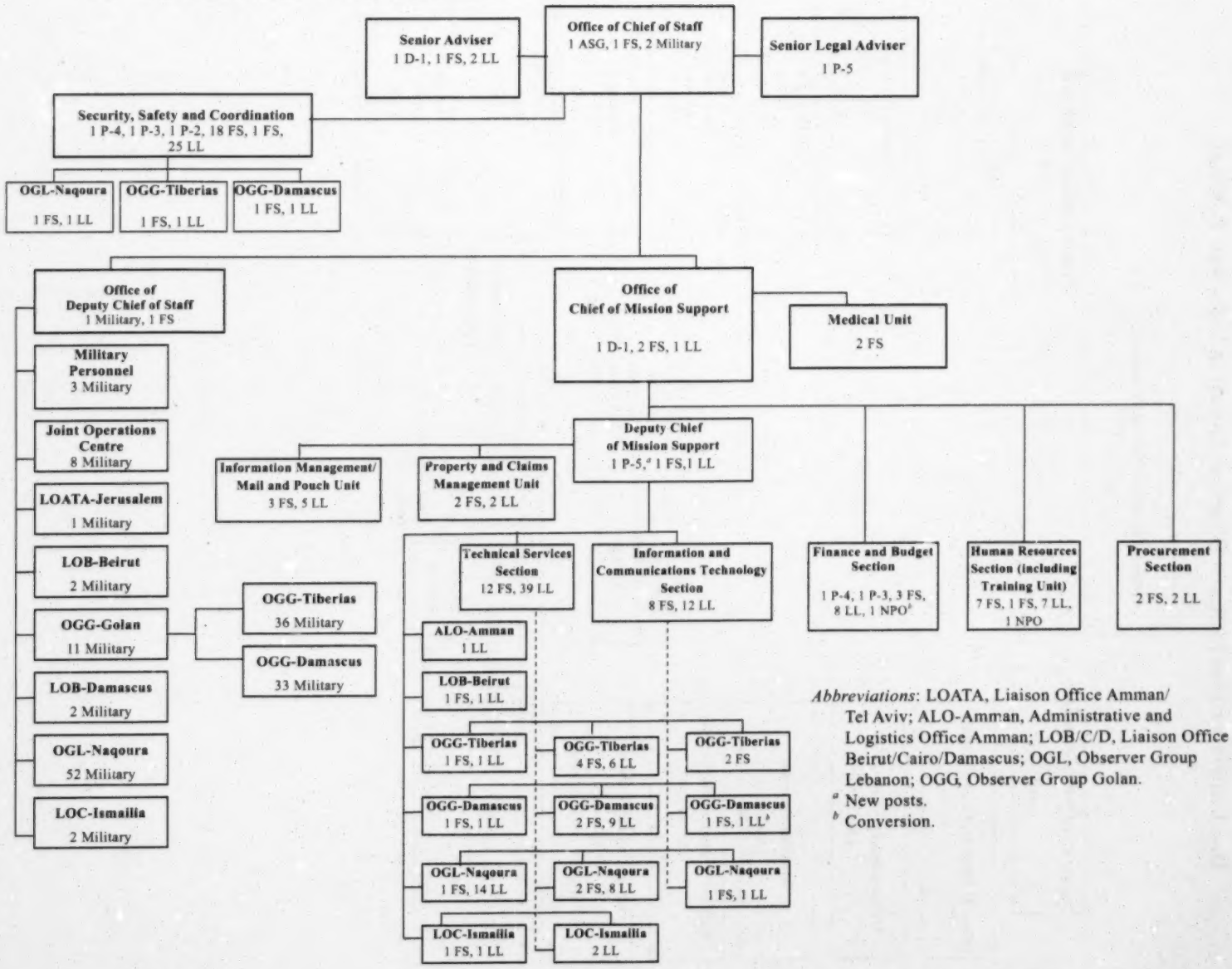
A. Department of Peacekeeping Operations


Office of the Under-Secretary-General
RB: 1 USG, 1 D-1, 1 GS-OL
SA: 2 D-2, 5 P-5, 6 P-4, 6 P-3, 1 GS-PL, 11 GS-OL
Executive Office
RB: 1 P-4
SA: 1 D-1, 1 P-5, 1 P-4, 2 P-3, 1 P-2, 1 GS-PL, 9 GS-OL
XB: 1 P-3, 1 GS-PL, 3 GS-OL
Situation Centre
RB:
SA: 1 D-1, 1 P-5, 5 P-4, 13 P-3, 3 P-2, 4 GS-OL
Office of Operations
Office of the Assistant Secretary-General
RB: 1 ASG, 1 P-5, 2 GS-OL
SA: 1 P-5, 3 P-4, 1 P-3, 3 GS-OL
Office of Military Affairs
Office of the Military Adviser
RB: 1 ASG, 2 GS-OL
SA: 1 D-2, 1 D-1, 7 P-5, 26 P-4, 9 P-3, 3 GS-OL
Office of Rule of Law and Security Institutions
Office of the Assistant Secretary-General
RB: 1 ASG, 1 P-5
SA: 1 P-5, 3 P-4, 3 P-3, 4 GS-OL
Policy, Evaluation and Training Division
Office of the Director
RB:
SA: 1 D-2, 3 P-5, 4 P-4, 4 GS-OL
Africa I Division
RB: 1 D-2, 1 D-1, 1 GS-OL
SA: 1 D-1, 2 P-5, 5 P-4, 2 P-3, 1 P-2, 4 GS-OL
Current Military Operations Service
RB:
SA: 1 P-5, 17 P-4, 3 GS-OL
Police Division
RB: 1 D-2
SA: 1 D-1, 5 P-5, 29 P-4, 13 P-3, 9 GS-OL
Peacekeeping Best Practices Sections
RB: 2 P-2, 1 GS-OL
SA: 1 D-1, 2 P-5, 8 P-4, 5 P-3, 1 P-2, 3 GS-OL
Africa II Division
RB: 1 D-1, 2 GS-OL
SA: 1 D-2, 2 D-1, 2 P-5, 6 P-4, 5 P-3, 1 P-2, 4 GS-OL
Force Generation Service
RB:
SA: 1 P-5, 16 P-4, 3 P-3, 8 GS-OL
Criminal Law and Judicial Advisory Section
RB:
SA: 1 D-1, 2 P-5, 6 P-4, 2 P-3, 2 GS-OL
Integrated Training Service
RB:
SA: 1 D-1, 2 P-5, 10 P-4, 10 P-3, 7 GS-OL
Asia and Middle East Division
RB: 1 D-2, 1 D-1, 1 P-5
SA: 1 D-1, 2 P-5, 3 P-4, 4 P-3, 2 P-2, 5 GS-OL
Military Planning Service
RB:
SA: 1 P-5, 26 P-4, 2 P-3, 3 GS-OL
Disarmament, Demobilization and Reintegration Section
RB:
SA: 1 P-5, 2 P-4, 3 P-3, 1 GS-OL
Europe and Latin America Division
RB: 1 D-2
SA: 2 P-5, 4 P-4, 1 P-3, 1 P-2, 4 GS-OL
Mine Action Service
XB: 1 D-2, 4 P-5, 5 P-4, 6 P-3, 8 GS-OL
SA: 1 P-4, 4 P-3, 1 GS-OL

B. Department of Field Support



C. United Nations Truce Supervision Organization

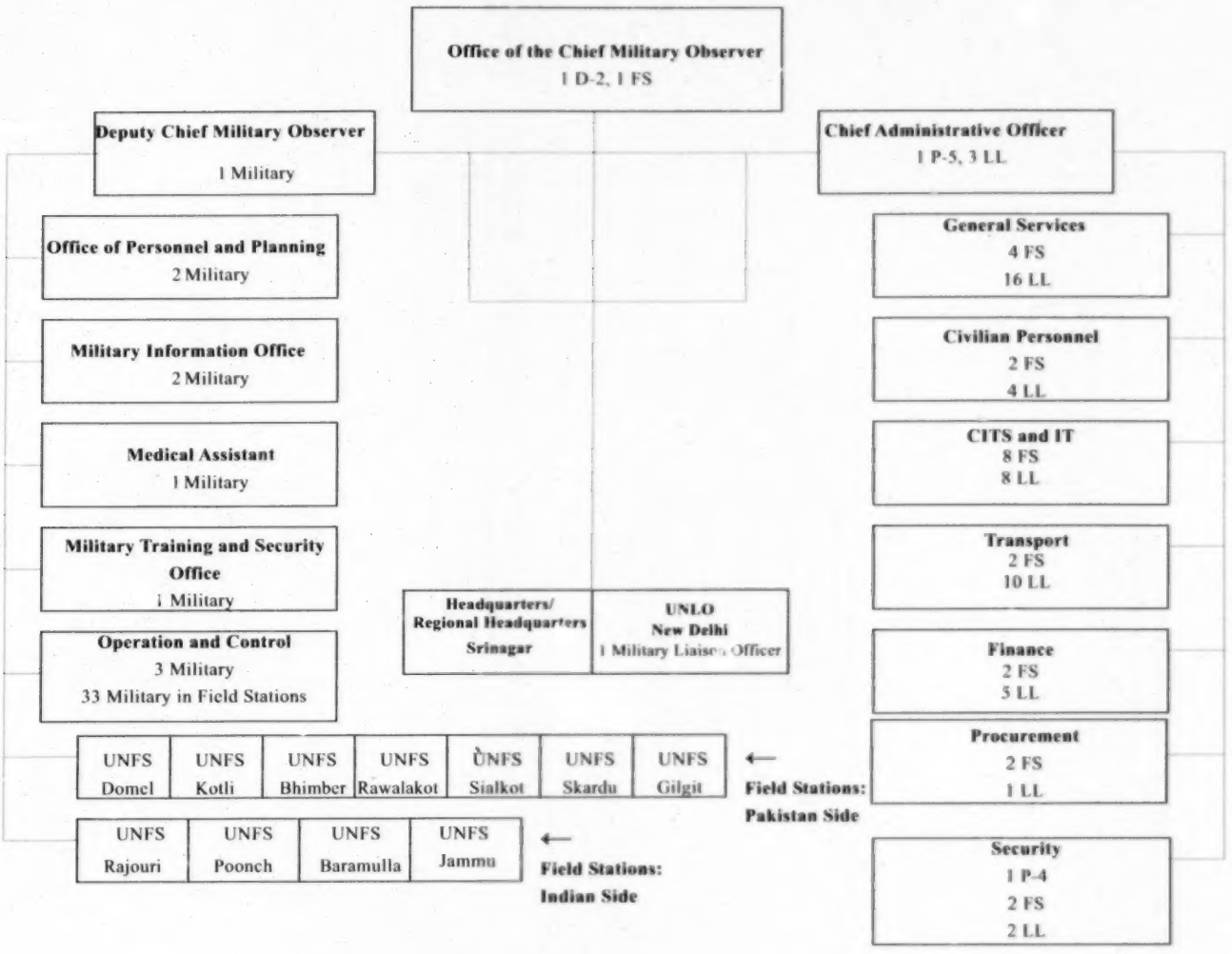


Abbreviations: LOATA, Liaison Office Amman/ Tel Aviv; ALO-Amman, Administrative and Logistics Office Amman; LOB/C/D, Liaison Office Beirut/Cairo/Damascus; OGL, Observer Group Lebanon; OGG, Observer Group Golan.

[a] New posts.

[b] Conversion.

D. United Nations Military Observer Group in India and Pakistan



Annex II

Outputs included in the biennium 2012-2013 not to be delivered in 2014-2015

A/66/6 (Sect. 5), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Military affairs			
5.32 (a)	Daily monitoring and provision of support to all military units	1	Output rephrased as: daily monitoring and provision of support to all military units through the functioning of oversight
5.32 (a)	Inputs to the development of policies related to military components	1	Output rephrased as: inputs to the development of policies, guidelines and standard operating procedures related to greater effectiveness of military components
5.32 (a)	Inspections and training needs assessments of actual and emerging troop-contributing countries	1	Replaced by new output: military advisory briefings to existing, emerging and new troop-contributing countries in their state capitals on specific operational requirements for new or significantly adjusting peacekeeping operations to include United Nations-endorsed standards, policy and guidance documentation on individual and collective training requirements and operational readiness
5.32 (a)	Management and administration of all individual and contingent deployments, rotations and repatriation	1	Replaced by new output: support increased effectiveness of deployed military components through readily deployable Headquarters-based military staff for start-up, surge or missions in crisis, as required, and quality assurance through oversight, auditing and validation of deployed military capacities
5.32 (a)	Military concepts of operations for all potential and adjusting peacekeeping operations	1	Replaced by new output: preparation of military strategic guidance documentations — concepts of operations, force requirements and rules of engagement — for new peacekeeping operations and adjusting military strategic guidance documents in current peacekeeping operations
5.32 (a)	Updated databases on the United Nations standby arrangements system and senior appointment pool	1	Output rephrased as: improved pledging mechanism of the United Nations standby arrangements and senior appointment pool

A/66/6 (Sect. 5), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
5.32 (b)	Mission-specific briefings	1	Output rephrased as: mission-specific briefings requested on new or anticipated developments, crisis situations, new or amended plans, force requirements, rules of engagement, force generation and threat assessments, related to military aspects of peacekeeping operations and changes to the mandate of peacekeeping operations
Subtotal		**8**	
Rule of law and security institutions			
5.37 (a) (ii)	Biannual assessment and recommendations regarding the efficacy of mine action programmes in relevant peacekeeping missions, including an annual technical mission	1	Replaced by new output: Technical support and recommendations to field missions through two assessment mission of mine action components in new or reconfigured peacekeeping operations, special political missions and/or emergency context
5.37 (a) (ii)	Provision of advice to special political missions on issues related to justice, corrections, disarmament, demobilization and reintegration, and security sector reform, through policy guidance, assessments, planning, monitoring and evaluation of respective programmes	1	Provision of advice and support to special political missions on issues related to justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action, through policy guidance, assessments, planning, monitoring and evaluation of respective programmes
5.37 (a) (ii)	Training courses for staff of the United Nations and non-governmental organizations working in five areas of operation of peacekeeping missions where a threat of mines or explosive remnants of war exists	1	These training components are now integrated into the Department of Safety and Security training modules; United Nations Mine Action Service is now looking at delivering specialized training to United Nations and civil society in post-conflict environments
5.37 (a) (iii)	Coordination of monthly meetings of Inter-Agency Security Sector Reform Task Force and regular meetings	1	Replaced by new output: co-chairing of the Inter-Agency Security Sector Reform Task Force and organization of bimonthly meetings at working level, annual meetings at principal level

A/66/6 (Sect. 5), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
5.37 (a) (iii)	Coordination of monthly meetings of the Inter-Agency Coordination Group for Mine Action and biannual meetings of the Steering Committee on Mine Action	1	Replaced by new output: Chairmanship of meetings of the Inter-Agency Coordination Group for Mine Action at principals and working level and biannual meetings of the Committee on Mine Action
Subtotal		**5**	
Field administrative support			
5.57 (b) (i)	Lean Six Sigma projects	1	Field Personnel Division completed all outstanding Lean Six Sigma projects. While there had been some consideration of additional projects, the programme has no plans for human resource-related projects due to the following: collaboration with Office of Human Resources Management on Inspira and Umoja processes; and collaboration with the Department of Field Support/ Information and Communications Technology Division on operational tools for the Field Support Suite (which also establish precursors to Umoja "to be" processes)
5.57 (b) (i)	Delegation of major human resources management authorities to missions in line with the global field support strategy as approved by the General Assembly in its resolution 64/269	1	Output rephrased as: Monitoring the delegation of major human resources management authorities to missions in line with the global field support strategy as approved by the General Assembly in its resolution 64/269
5.57 (b) (i)	Continued maintenance of rosters	1	Output rephrased as: Continued maintenance of rosters based on workforce planning
5.57 (b) (i)	Coordination of roll-out of human resources management performance scorecard to all peacekeeping and special political missions by June 2012	1	Completed

A/66/6 (Sect. 5), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
5.57 (b) (i)	Outreach through participation in career and job fairs, targeted advertising in dedicated websites and professional publications and recruitment missions to unrepresented and underrepresented countries	1	Output is split into two outputs. Output 1: Outreach through participation in career and job fairs, targeted advertising in dedicated websites and professional publications; Output 2: targeted outreach activities with troop-contributing countries/police-contributing countries, as well as other unrepresented and underrepresented Member States
5.57 (b) (ii)	Provision of awareness-raising material for use by missions, on protection from sexual exploitation and abuse	1	Moved to different unit: Executive direction and management, Department of Field Support
5.57 (b) (ii)	Provision of updated material for pre- and post-deployment training on conduct and discipline in mission, including on the zero-tolerance approach to misconduct	1	Moved to different unit: Executive direction and management, Department of Field Support
5.57 (b) (ii)	Handling of all cases of alleged misconduct, police and civilian personnel	1	Moved to different unit: Executive direction and management, Department of Field Support, and rephrased as new output: recording and tracking of investigations, in instances of alleged misconduct by military, police and civilian personnel, and review of investigation reports for referral to the United Nations or Member States, for appropriate action in substantiated instances of misconduct
5.57 (b) (ii)	Monitoring and tracking of cases of misconduct	1	Streamlined (combination of outputs, removal of redundant outputs); Combined with above-proposed new output
Subtotal		**9**	
Total		**22**	